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**Contact Info**  
Diana Syafitri  
wfp.indonesia@wfp.org

**Country Director**  
Anthea Webb

**Further Information**  
<http://www.wfp.org/countries>  
**SPR Reading Guidance**



## Country Programme Indonesia (2016-2020)

### Standard Project Report 2016

World Food Programme in Indonesia, Republic of (ID)

# Table Of Contents

## **Country Context and WFP Objectives**

Country Context

Response of the Government and Strategic Coordination

Summary of WFP Operational Objectives

## **Country Resources and Results**

Resources for Results

Achievements at Country Level

Supply Chain

Implementation of Evaluation Recommendations and Lessons Learned

## **Project Objectives and Results**

Project Objectives

Project Activities

Operational Partnerships

Performance Monitoring

Results/Outcomes

Progress Towards Gender Equality

Protection and Accountability to Affected Populations

Innovations in food security monitoring and disaster management in Indonesia

## **Figures and Indicators**

Data Notes

Project Indicators

# Country Context and WFP Objectives



## Country Context

Indonesia is a lower middle-income country with a population of 255 million people. It achieved the Millennium Development Goal 1 by halving the percentage of its population living in extreme poverty and hunger by 2015. The Food and Agriculture Organization of the United Nations (FAO) projected that undernourishment would decline from 19.7 percent in 1990–1992 to 7.6 percent in 2014–2016.

In 2000–2015, Indonesia's economy grew by an average of 5.3 percent per year to become the largest in Southeast Asia. In the face of a global downturn, Indonesia's economy proved relatively resilient in 2015–2016 compared to other countries reliant on commodities largely because of strong domestic consumption.

Indonesia ranked 72nd of 118 countries on the 2016 global hunger index of the International Food Policy Research Institute, behind Cambodia, the Philippines, Malaysia, Thailand and Viet Nam. According to the Global Nutrition Report, Indonesia is on track to meet the World Health Assembly target on exclusive breastfeeding but is behind schedule on three targets: stunting (37.2 percent), wasting (12.1 percent) and over-weight (11.9 percent) among children under five.

The Gini coefficient rose from 0.31 in 2003 to 0.40 in 2016, representing a heightened income inequality. The proportion of people living in poverty declined from 18.2 percent in 2002 to 10.9 percent in 2016. Food price stabilisation through food-based social assistance programmes and other cash transfers were the main factors for the decrease in poverty in 2016. Poverty rates among households headed by men fell faster and further than those for households headed by women.

Progress in human development has been slower than economic development. Indonesia ranked 110th of 188 countries in the 2015 Human Development Index. Although Indonesia is approaching its target of 100 percent enrolment in primary education, with 92 percent of boys and 93 percent of girls enrolled in 2012, girls have significantly higher drop-out rates than boys, especially at the secondary level. Reasons for this include early marriage, and financial and cultural constraints.

Indonesia ranks 110th of 155 countries on the gender inequality index. Despite economic growth there are significant gaps with respect to gender equality in the areas of health, education, employment, and involvement in decision-making processes, with women in rural regions suffering greater disparity than women in urban areas.

Poverty, coupled with high food prices in the market place and limited infrastructure, hindered access to food, especially in remote areas. According to the World Bank, Indonesian rice prices are 50 to 70 percent higher than those in Thailand or Viet Nam, a heavy burden for the 92 percent of Indonesians who are net purchasers of rice.

Indonesia's food systems are frequently disrupted by natural disasters. The country experienced 2,342 natural disasters in 2016, the highest number of events in the last 14 years. Malnutrition is prevalent everywhere but is worst in areas with limited infrastructure and access to schools, markets and hospitals. Households reliant on subsistence agriculture or living in slums with poor sanitation have the highest rates of malnutrition.

Indonesia has acted rapidly to implement the 2030 Agenda and set national targets and indicators for the Sustainable Development Goals.

## Response of the Government and Strategic Coordination

The Indonesia National Medium-Term Development Plan (2015–2019) focuses on: i) human development, including nutrition; ii) primary sector development, including food sovereignty; and iii) poverty alleviation and development in remote areas.

To achieve food sovereignty, the Government aims to: i) reinforce food security through increased production; ii) stabilise prices; iii) improve the quality of food consumption and nutrition by promoting balanced diets; iv) mitigate the effects of disasters on food security; and v) improve farmer welfare.

The Food Law institutionalises the right to food and the state's obligation to provide sufficient, safe and nutritionally balanced food for all people at all times. Food security policies have previously focused on food production aiming to achieve self-sufficiency. The state-owned enterprise *Perum Bulog* is tasked with stabilising the price, availability and accessibility of rice, and for distributing subsidised rice to the poor. Import restrictions have also been used to regulate supply of rice. In 2016, a Presidential Decree gave *Perum Bulog* an expanded mandate to ensure the availability, accessibility and affordability of nine other commodities (corn, soybeans, sugar, cooking oil, wheat flour, red shallots, chilies, beef, chicken and eggs).

A 2013 Presidential Decree launched the Scaling Up Nutrition (SUN) movement and a multi-stakeholder task force of 13 ministries. The Donor and United Nations Country Network on Nutrition (DUNCNN) was established in 2014 to support the Government in comprehensively addressing nutritional outcomes; WFP Indonesia has played an active role in this coordination mechanism. In response to the National Medium-Term Development Plan, the National Food Security Agency has developed a comprehensive strategic policy framework and national action plan to improve food security and nutrition. Dietary diversity is recognised as important for health and nutrition, but policies until recently have focused on the production of staple foods rather than diversity in diets and nutritional balance.

Recent initiatives such as the Presidential Directive to unify and harmonise the multiple social assistance transfer programmes into a single electronic card-based system have presented the relevant government ministries with opportunities to improve food security and nutritional outcomes through the social protection system. WFP has been requested by the Government to advise on how to monitor the food supply chain under the electronic commodity voucher programme (*E-Warung*) in the last quarter of 2016 and to conduct a cost of diet study in the first quarter of 2017.

The 2007 Disaster Management Law establishes the right to assistance (food, health, water and sanitation) in a disaster. The latest National Medium-Term Development Plan includes an expanded network of emergency response facilities to enable more effective and efficient emergency preparedness and more agile emergency responses to reduce delays in providing assistance. The Government has engaged WFP for technical support for this initiative. A feasibility assessment for the implementation of cash-based transfers and commodity vouchers was conducted by WFP in 2015.

The United Nations Partnership for Development Framework (UNPDF) for 2016–2020 is aligned with the National Medium-Term Development Plan and supports the Government on: i) poverty reduction, equitable sustainable

development, livelihoods and decent work; ii) equitable access to social services and social protection; iii) environmental sustainability and enhanced resilience to shocks; and iv) improved governance and equitable access to justice. At the request of the Government, the United Nations will provide policy advice, capacity development and knowledge sharing. Other United Nations agencies active in food security and nutrition include the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children Fund (UNICEF) and the World Health Organization (WHO). The World Bank and the Asian Development Bank portfolios also contribute significantly to agriculture, rural development and nutrition.

WFP's primary partner in Indonesia remains the Government of Indonesia's Ministry of National Development Planning. In accordance with WFP's Partnership Strategy, a wide range of actors were involved in all WFP programmes. WFP's operationally oriented national partners include the Coordinating Ministry of Human Development and Culture, the Ministry of Social Affairs, the Ministry of Education, the Ministry of Health, the National Disaster Management Authority, the Indonesian Agency for Meteorology, Climatology and Geophysics, together with each of the sub-national line service agents. WFP also cooperates with other United Nation agencies, the Scaling Up Nutrition (SUN) movement secretariat, private sector entities, academia, and national and international civil society organizations.

## Summary of WFP Operational Objectives

WFP aims to help the Government optimise its considerable investments in food security, nutrition and disaster risk reduction by offering technical advice, capacity development and advocacy based on international best practices. Particular emphasis was directed to strengthening the capacity of different national institutions, with a view to: coordinating and analysing vulnerability to food insecurity and incorporating that information into policy; implementing food assistance programmes that are nutrition-sensitive within the evolving social protection system in Indonesia; and preparing for timely and effective emergency responses that reduce the human and development losses caused by disasters.

**Country programme 200245 (2012-2015), approved budget USD 42 million:** focused on developing national capacities in: i) mapping, monitoring and analysis of food insecurity and vulnerability; ii) disaster risk reduction and adaptation to climate change; iii) reduction of undernutrition.

**Country programme 200914 (2016-2020), approved budget USD 15 million:** supported the Government: i) in collecting and analysing food security and nutrition data for optimum policies and programmes; ii) in promoting balanced diets to address undernutrition and overweight; iii) in improving the efficiency and nutrition impact of national social protection programmes; and iv) in enhancing emergency preparedness and response through the establishment of an integrated network of logistics hubs.

# Country Resources and Results

## Resources for Results

The Country Programme (CP) 200245 was operationally closed in February 2016 and financially closed in June 2016. The country programme was significantly underfunded in the period 2012–2016 with private sector donors accounting for the largest portion of funding. In 2016, the United States of America was the the largest donor with private sector contributions being second.

With official development assistance to Indonesia declining rapidly, funding for WFP was primarily sought from the Government of Indonesia and the private sector. The Ministry of Development Planning confirmed the Government's willingness to discuss the co-financing of high-priority United Nations activities. Some progress was made in this regard in 2016 but a legal mechanism has yet to be approved that would enable the Government to fund WFP's activities. In the interim, the Government has committed to: i) providing substantial counterpart funding to cover government expenditure associated with WFP activities; and ii) seek funds from traditional development partners for WFP's costs associated with the joint activities.

WFP Indonesia continued to prioritise partnerships with the private sector. These were the main sources of funding for the 2012-2015 country programme and continued to be significant in the new 2016–2020 Country Programme. Capitalising on the burgeoning role of the private sector in food security, nutrition and emergency preparedness, WFP has consolidated partnerships to gain access to expertise, networks, data, and, human and financial resources from local and multinational corporations.

WFP seeks USD 14.8 million over the five-year period, 2016–2020, to assist the Government in meeting its National Development Plan target of reducing the number of people who are severely food-insecure by 11 million. In 2016 the Country Programme 200914 received approximately 75 percent of the funds required for 2016, considering direct contributions and trust funds allocated to the country office. Some activities were not funded at all, while others received funds later than required. Together with delays in the signing of the Country Programme Action Plan, this resulted in some targets not being achieved as planned during 2016.

In 2015, the country office was one of the eight pilot countries to complete a Food Security & Nutrition Review, a Country Strategic Plan, and Financial Framework Review. It was also one of the first WFP country offices to implement a new organizational structure designed for the Integrated Road Map, including the newly established business support unit. All of these changes contributed to a streamlined structure suitable for a country programme focused on capacity development and augmentation.

In 2016, the country office implemented compressed working hours to enable flexible work arrangements in support of a better work-life balance and thereby maintain staff performance, productivity and efficiency. The country office's newly established business support unit rolled out an online system to enhance efficiency and transparency in the recruitment process and introduced the Global Equipment Management Systems (GEMS) to optimise asset management.

In terms of cost saving, the country office reduced staff costs by over 50 percent compared with 2015. Small savings were realised through negotiations with local government partners for free office space in Kupang and Papua, and renegotiation of terms with the internet service provider lowering those costs by 10 percent compared with 2015.

The country office developed and issued a standard operating procedure for non-cash electronic payments to external partners. The physical access control for entry to the office has been improved, introducing fingerprint reader validation as individuals open the primary and secondary access doors. This measure is intended to reduce the risk of unwanted intrusions and provide a safe and secure workplace.

## Achievements at Country Level

Indonesia's ability to forecast and monitor the impact of natural disasters and extreme weather was enhanced as a result of WFP's technical assistance and capacity strengthening. With WFP's support, a working group coordination mechanism was established among government agencies to produce quarterly food security monitoring bulletins on potential risks and effects of weather extremes. WFP supported this working group by providing technical expertise in the collection, analysis and presentation of data on the impact of disasters, resulting in strengthened capacity to monitor and respond to the food security situation in affected areas. The resulting map-based food security dashboard, called VAMPIRE, provides for near real-time monitoring of drought and food security, and has recently

been integrated in the Executive Office of the President.

Building on WFP's experience, the Government of Indonesia decided to scale up school meals to 38,500 students in four districts in 2016, and three additional districts in Papua elected to continue providing school meals using their own funds after WFP phased out its support. Further, based on WFP's successful implementation of the local food-based school meal (LFBSM) prototype pilot in the Nusa Tenggara Timur (NTT) and Papua Provinces, WFP was approached by the Ministry of Education and Culture to help revitalise the national school meal programme. WFP has been involved in the design and formulation of operational guidelines, training modules and monitoring instruments. The cash transfer modality that WFP used in the pilot was also adopted by the Government.

WFP began cooperation with the Ministry of Social Affairs to improve the nutritional impact of national social protection schemes and ensure robust supply chains and monitoring. The Presidential Decree in April 2016 requested a review of all social safety net programmes with the aim of combining all social assistance transfers into one single card to improve transparency and efficiency and to promote financial inclusion of the poor. WFP's expertise on the cost of diet study was welcomed by the Government as a tool to establish whether a nutritious diet can be achieved given the foods available at local markets and if such a diet is affordable based on actual household food expenditure patterns. This information would then be effectively used by the Government to improve the nutrition sensitivity of the social safety net programmes, for example, by providing an evidence base to justify increasing the food commodity voucher value, identify better beneficiary targeting strategies, and expanding the range of food commodities that can be accessed with commodity vouchers. Upon request, WFP also conducted an initial rapid assessment of the food supply chain for the cashless electronic wallet for the food purchases programme, *E-Warung KUBE*, aiming to improve its supply chain and nutritional impact.

WFP and the National Disaster Management Authority, in collaboration with a wide range of stakeholders, completed the identification of the six most suitable locations for response facilities. The National Disaster Management Authority also mobilised additional resources on behalf of WFP to help formulate the National Logistics Master Plan with the ultimate objective of reducing Indonesia's disaster risk index. With technical support from WFP, Yogyakarta Province established the first provincial logistics cluster with all its activities being financed from the sub-national government budget.

## Supply Chain

Under the Country Programme 200245, WFP purchased processed foods from local suppliers in line with the advice of the Government of Indonesia to prioritise local food production. Local purchases offered advantages such as shorter delivery periods and lower handling costs. Most commodities were purchased in Java Island and dispatched to WFP operational areas in eastern Indonesia. To ensure the quality of food, an inspection was performed at the supplier warehouses and commodities were stored in special containers for protection and security. The containerised commodities were then moved by multi-modal transport, via sea and road, to the WFP warehouse in eastern Indonesia. Starting in 2016, no food has been purchased and/or distributed in the country.

## Implementation of Evaluation Recommendations and Lessons Learned

As a result of previous reviews of WFP's role in Indonesia, after comprehensive consultations with the Government as well as the WFP regional bureau for Asia and the Pacific, and WFP Headquarters in Rome, WFP Indonesia discontinued direct food distributions at the end of 2015. It was agreed that food distribution would be done only in case of a Level 3 emergency response; therefore, WFP has shifted its focus in the country to policy advice, capacity development and knowledge sharing to support the Government's investments in food security, nutrition and emergency preparedness. 2016 was the first year WFP Indonesia implemented this recommendation as part of the new country programme. It did so following a significant staff re-profiling and restructuring exercise. By the end of 2016 WFP Indonesia was receiving requests from the Government and partners, for more sophisticated technical assistance and capacity development, and its staff were more confidently providing these services.

In 2016, WFP commissioned an independent research institute to conduct the final evaluation of the prototype pilots - the mother and child nutrition (MCN) and local food-based school meal (LFBSM) programmes implemented between 2012–2015. The evaluation of the MCN programme concluded that stunting was lower in the sub-districts where the programme operated, although it was not possible to attribute this outcome to WFP's intervention alone. The programme had a positive effect on exclusive breastfeeding, dietary diversity, and the proportion of children with a minimum acceptable diet. The evaluation of the LFBSM programme concluded that anaemia was lower in the schools where the programme operated. The evaluation also noted improved school attendance and concentration

during class as well as correct hand-washing practices in these schools.

The evaluation of the MCN programme resulted in the following recommendations for future similar programmes:

- More consistent communications, deliberate involvement of other sectors (e.g., agriculture), consideration of locally available foods, and increased coordination.
- Training and messaging could be improved by being tailored to specific types of sub-groups through a heavier focus on interpersonal communication, and delivered in local languages and through pictures/visual images in recognition of lower literacy rates.
- Strong coordination at all steps of the supply chain is important for ensuring timely delivery of food rations and should be coupled with clear communications to beneficiaries.
- Continuation of integrated support by various sectors to address poverty, household food insecurity, and the high burden of disease.

The evaluation of the LFBSM programme resulted in the followings recommendations:

- Strengthening awareness about the importance of micronutrient-rich plants through promoting green school gardens so as to integrate the school cooperation and healthy school canteen programmes.
- Improving activities intended to promote health and nutrition should use local languages and involve the teachers and parents' associations.
- Involving the schoolchildren, teachers and parents' associations as well as the women's welfare associations to create a variety of recipes. Health centre staff should be involved in calculating the nutrient content of the recipes.
- Increasing awareness by introducing regular incentives for the cooks as compensation for their time and workload.
- Increasing the size of budget allocations provided by local governments, particularly to provide fresh food items, to provide cooks with incentives, and provide cooking facilities to lessen the burden on communities.
- Strengthening coordination between health offices at all levels to continue the distribution of deworming tablets intended to improve the nutritional status of schoolchildren.

WFP has advocated for the incorporation of these recommendations into ongoing programmes being implemented by the Ministries of Health and Education. Advocacy directed at the national level aims to promote a national policy dialogue, while in sub-national locations where prototypes were piloted during 2012–2015 the advocacy is intended to influence operational considerations such as encouraging local governments to allocate sufficient budget in support of their commitment to the programmes.



# Project Objectives and Results

## Project Objectives

The Country Programme 200914 aims to reduce the number of severely food-insecure people in Indonesia by 11 million and to achieve three strategic results:

- An evidence-based approach prioritises the most vulnerable people and regions with a view to reducing severe food insecurity by 1 percent per year;
- Consumers will be encouraged to adopt balanced diets through nutrition campaigns and nutrition-sensitive social protection programmes; and
- Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters.

The strategic results contribute to WFP Strategic Objectives 1, 3 and 4 and Sustainable Development Goal 2: end hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



## Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	10,436,226
Direct Support Costs	3,372,500
Indirect Support Costs	966,611
<b>Total</b>	<b>14,775,336</b>

## Project Activities

Four component activities are designed to achieve the strategic results:

**Strategic Objective:** Reduce risk and enable people, communities and countries to meet their own food and nutrition needs (SO3).

**Outcome:** Risk reduction capacity of countries, communities and institutions strengthened.

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

In collaboration with the Food and Agriculture Organization of the United Nations (FAO), WFP facilitated the establishment of a government-led technical working group for the production of food security monitoring bulletins and provided technical support. The technical working group was led by the Agency for Meteorology, Climatology and Geophysics, and was comprised of the Ministry of Agriculture, the National Disaster Management Authority, the Indonesian National Aeronautics and Space Institute, and the Central Statistics Bureau.

An interactive food and nutrition security dashboard for near-real time monitoring drought impact on food security was developed and integrated into the Executive Office of the President, with technical support from WFP. WFP provided assistance to the Food Security Agency for the familiarisation of the Food Security and Vulnerability Atlas in East Java, Nusa Tenggara Barat (NTB) and Papua Provinces.

WFP also provided training sessions for technical experts in food security, disaster management and meteorology. The sessions utilised remote sensing data for analysis and monitoring of the impact of disasters on food security. The workshops for data and information staff in partner government agencies were conducted to review the range of data available and how to tailor the selection of data sets so that analysis and presentation of combined data sets produce meaningful and actionable food security monitoring.

A lack of funding and the delayed signing of the Country Programme meant that some planned activities, such as the establishment of a unified national food and nutrition security information system, and improvement of the Food Security and Vulnerability Atlases were not pursued.

**Strategic Objective:** Reduce undernutrition and break the inter-generational cycle of hunger (SO4).

**Outcome:** Ownership and capacity strengthened to reduce undernutrition and increase access to education at national, regional and community levels.

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

WFP supported the Ministry of Health to implement the community-based movement for healthy lifestyles, promoting consumption of fruits and vegetables. WFP chose to focus on the promotion of fruit and vegetable consumption as an initial step, because in Indonesia the consumption of fruits and vegetables is extremely low, hampering the desired dietary pattern (DDP) score. The Government targeted increasing the DDP score in its medium-term development plan and in parallel launched the national healthy life movement (*Gerakan Masyarakat Hidup Sehat – GERMAS*): the three pillars of which included increasing physical activity, increasing consumption of fruits and vegetables, and regular health check-ups for early detection of non-communicable diseases.

In 2016, the Directorate of Health Promotion of the Ministry of Health agreed to use their budget to conduct a campaign on fruits and vegetables and WFP was requested to provide technical expertise to develop the communication strategy of the campaign. Once the project document is signed with the Ministry of Health and funding becomes available, WFP will facilitate the establishment of a national coalition for the campaign to increase the consumption of fruits and vegetables. The coalition will comprise government ministries, civil society organizations and the private sector to build a common understanding of the campaign, respective roles and responsibilities of each partner.

**Strategic Objective:** Reduce undernutrition and break the inter-generational cycle of hunger (SO4).

**Outcome:** Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels.

**Activity 3:** Improve the efficiency and nutritional outcomes of national social protection programmes.

The pilot implementation of the national school meals programme (PROGAS) was launched in Nusa Tenggara Timur (NTT) and Banten Provinces in 2016, targeting 38,500 students in 146 primary schools. WFP supported the programme through advocacy and training. It adapted its meal recipes, implementation guidelines, and monitoring tools for PROGAS implementation. WFP also supported the development of behaviour change communication (BCC) materials and nutrition education modules for the programme. Baseline and mid-term surveys in pilot schools were conducted with WFP technical support. WFP helped the Papuan Provincial Education Office to develop the annual work plan and budget for the school meals programme. The Systems Approach for Better Education Results (SABER) was initiated to assess the school meals programme policy environment.

In 2016 WFP initiated and maintained close consultations with the Ministry of Social Affairs regarding improving the nutritional outcomes of the social assistance programmes, initially within the Government's *E-Warung KUBE* programme providing a cashless electronic value card for food purchases. The Ministry requested WFP to conduct a cost of diet study to provide an evidence base for increasing the value of the electronic voucher for food purchases in line with improving nutritional outcomes. The Ministry also requested WFP to assess the food supply chain and make recommendations regarding its monitoring, and on which commodities should be provided through the social assistance programmes.

**Strategic Objective:** Save lives and protect livelihoods in emergencies (SO1).

**Outcome:** National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies.

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

The National Network of Humanitarian Response Facilities consists of five components, namely: strategic logistics planning; physical facility development; warehouse and inventory management systems development; knowledge management and information sharing; and joint operations and hand-over.

A scientific quantitative methodology was used to identify potential sites for the facilities. The methodology integrated infrastructure planning and geographical analyses with inputs from technical and process experts to identify potential locations for the facilities. WFP developed a functional design for physical layout of the warehouses and a detailed scope of work for the warehouse inventory management system. A series of training modules were delivered to stakeholders at the national and sub-national levels, covering logistics technical training,

training of trainers, incident command system training, disaster management training and logistics management training.

The Provincial Logistics Cluster in Yogyakarta Special Province was officially endorsed by Gubernatorial Decree becoming the first such sanctioned sub-national logistics cluster in the country: budget allocations from the provincial government are now guaranteed. In West Sumatra, WFP supported the Provincial Logistics Cluster with support for updating the Emergency Logistics Response Plan and conducting a local level logistics capacity assessment.

## Operational Partnerships

WFP's primary partner is the Government of Indonesia. The 2016-2020 Country Programme Action Plan was signed by the Ministry of National Development Planning in August 2016. Each activity was elaborated within a project document prepared in consultation with the line ministries. WFP earned the Government's trust to help achieve its development goals in terms of food security analysis and early warning, enhancing nutrition outcomes, scaling up social protection, broadening the coverage of school meals programmes, and designing response facilities across the country to reduce emergency response times. This is evident, for example, in the Government's incorporation of WFP advice on school meals and nutrition into the national, provincial and district-level guidelines and budgets. The Governments in two provinces and four districts have adopted the school meals model that was piloted in 2015 under the Country Programme 200245. The Governments allocated funds from their own budgets, and requested WFP to continue to provide technical advice as they increased the number of schools where the programme was being implemented. In support of increasing dietary diversity and assessing locally available nutritious foods, the Ministry of Social Affairs and the Ministry of National Development Planning requested WFP to conduct a cost of diet study in early 2017 which will influence the choices made in creating schools meal menus, as well as the type and composition of food commodities made available through the Government's national social assistance programmes.

Under Activity 1, WFP supported its government partners to map vulnerability, disaster exposure and risk, as contributors to food insecurity, analyse the linkages in order to monitor and respond to emerging food security scenarios. WFP has maintained the relationship with long-term partners, the Food Security Agency and the Indonesia National Aeronautics and Space Institute. Notably, several new partnerships were established with the data and information units of the Meteorology Climatology and Geophysics Agency, the Ministry of Agriculture, the Central Statistics Bureau and the National Disaster Management Authority. Cooperation with these agencies enabled inter-agency data sharing, more comprehensive analyses, and enhanced the ownership and the decision-making potential of the analyses produced. WFP worked with United Nations Global Pulse Jakarta on a map-based dashboard for near-real time monitoring of drought. WFP continued to partner with Food and Agriculture Organization of the United Nations (FAO) and other members of the United Nations Country Team and international organizations on food security monitoring bulletins. WFP built linkages with local universities to deliberate on methodologies for food security analyses. WFP Indonesia established an innovative partnership with *Nahdlatul Ulama* (NU), the largest Muslim organization in Indonesia with an estimated membership of 40 million, that resulted in an invitation for WFP to join the NU mission to test crop mapping using unmanned aerial vehicle technology.

Under Activity 2, WFP coordinated with the Ministry of Health as the key technical ministry. The private sector members of the Scaling Up Nutrition Business Network were consulted on how the private sector could support the national nutrition campaign for the consumption of fruit and vegetables. Within the nutrition campaign, WFP coordinated with the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) through two networks, the Donor and United Nations Country Network for Nutrition (DUNCNN) and the Adolescent Nutrition Stakeholders Forum, focusing on the joint mapping of the activities of each of the partners. The Forum comprised non-governmental organizations (NGOs) and private sector partners who support improving adolescent nutrition outcomes. In parallel, WFP brought the campaign to life by gathering support from the United Nations Working Group on Nutrition, professional organizations and food writers and the blogging community.

Under Activity 3, WFP partnered with the Ministry of Education and Culture and the Ministry of Social Affairs at the national level on the school meals programme and the social safety net programmes. WFP continued to stress the importance of knowledge transfer and capacity strengthening to build government ownership of the fast-growing national school meals programme. In addressing this knowledge transfer, WFP Indonesia established a new partnership with Cargill to strengthen national capacity to design and implement school meals programmes. WFP's engagement with the Ministry of Social Affairs to improve the nutritional outcomes of food-based social assistance programmes involves exploring new ways of integrating recommended foods and food supply chain monitoring. By working with various stakeholders in the electronic value card for food purchases, WFP aims to link the

Government's electronic payments to beneficiaries with the purchases they make and further link it to a cloud-based inventory management and reordering system.

Under Activity 4, WFP continued a long-standing and excellent partnership with the National Disaster Management Authority. The Authority mobilised additional funds from Australia to support WFP in formulating the national logistics master plan. The Authority and WFP have exchanged letters regarding WFP's role in the establishment of the humanitarian response facilities. An expanded grouping of partners—the military, the Ministries of Social Affairs and Health, private sector logistics and supply companies, and industry associations— were engaged to contribute technical expertise to the design and operational management of the national network of response facilities and to enhance collaboration and coordination during emergency responses.

## Performance Monitoring

Responsibility for the monitoring of capacity strengthening activities rests with the Government and WFP. Joint field monitoring with government counterparts, such as the Ministry of Agriculture and the Executive Office of the President, took place to validate the assumptions made and the conclusions derived regarding crop production and other food security related parameters. WFP's recent implementation of the Country Office Tool for Managing (programme operations) Effectively (COMET) has increased the robustness of the planning and reporting process. COMET was utilised for registering activities and keeping track of the outputs and progress towards targets. Data are available at any time for further analysis and/or reporting purposes.

WFP Indonesia adopted the country capacity strengthening matrix and the theory of change principle for all four activities to assist in articulating WFP's achievements in strengthening government capacity. Using the five paths of the country capacity strengthening matrix (policy and legislative framework, institutional effectiveness and accountability, strategic planning and financing, programme design and delivery, and sustainability and continuity), WFP was able to plan its technical assistance in an in-depth and sequential manner. This provided a strong basis for WFP to measure and claim its contributions to changes in national capacity.

In 2016, WFP Indonesia was challenged by the requirement to identify and establish baseline values for the outcome indicators under each of the four activities in the country plan. The National Capacity Index (NCI) measures changes in capacity level according to milestones agreed to against a country's overarching capacity-strengthening objectives. An increase in the NCI indicates a country's improved capacity to reduce and eliminate hunger. The Emergency Preparedness and Capacity Index (EPCI) represents an average score of the changes resulting from WFP's interventions in the area of preparedness for emergency response. The EPCI is focused on the ownership of these systems, which is linked to sustainability.

The country programme action plan (CPAP) was signed in August 2016. Project documents to elaborate the direction of CPAP continued in parallel. These factors led to delays in establishing baselines for all activities, which are scheduled to be determined in early 2017. An assessment of the EPCI and its six metrics is planned in 2017 to ascertain which metrics are suitable for inclusion in the monitoring plan and/or how to adapt them for the humanitarian response hubs project and determining an appropriate baseline. For assessing the baseline for the national school meals programme, since 2016 WFP Indonesia developed a questionnaire and discussed the methodology with the WFP regional bureau and the Ministry of Education. WFP plans to apply the Systems Approach for Better Education Results (SABER) approach in support of the Government's baseline measurement for the school meals outcome indicators (anaemia status, anthropometric measurements, and behaviour changes related with health, hygiene and sanitation).

## Results/Outcomes

**Strategic Objective 1:** Save lives and protect livelihoods in emergencies (SO1).

**Outcome:** National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies.

**Activity:** Technical Assistance.

The National Disaster Management Authority requested WFP to formulate the national logistics master plan which aimed to provide a long-term vision and strategy to optimise the speed, efficiency and effectiveness of the government assistance to disaster victims. This request was indicative of the high level of confidence in WFP and the mutual understanding between WFP and the Authority.

The National Disaster Management Authority was also mandated by the National Medium Term Development Plan 2015–2019 to establish a National Network of Humanitarian Response Facilities (HRF) consisting of six facilities across Indonesia. The National Disaster Management Authority turned to WFP to support the implementation of the project. Notably, the project's inclusion within the National Medium Term Development Plan and national budget indicated a definitive commitment to implement it and provide ongoing finance for the six facilities. The mutual cooperation leveraged WFP's comparative advantages in the management of the humanitarian logistics and supply chain through integrated programme design.

Results of the analysis to identify the ideal locations for the HRFs were approved by the National Disaster Management Authority and presented to the Parliament as justification of optimal site selections. Inputs were incorporated from the Ministry of Social Affairs, the Ministry of Health and the Ministry of Public Works, the Indonesian Logistics and Freight Forwarders Association, Maersk, the Logistics Forum, the Bandung Institute of Technology and Gadjah Mada University.

Full implementation of WFP technical assistance is pending endorsement of a Memorandum of Cooperation with the National Disaster Management Authority. Some activities, such as the planned establishment of two HRFs in 2016, were programmed for implementation in early 2017 as the funding period ran from March 2016 until April 2017.

WFP also spearheaded the establishment of a provincial logistics cluster in Yogyakarta and West Sumatra Provinces, which prompted the adoption of enabling policy and regulations. The Yogyakarta Logistics Cluster was officially endorsed by the Governor in September 2016 and inspired a neighbouring province to adopt the initiative. The standard operating procedures developed for the provincial logistics cluster were designed as a modular prototype to enhance the institutional effectiveness and accountability. The success story from Yogyakarta also inspired a collaboration with Mercy Corps, which aims to establish logistics clusters or forums in six additional provinces. WFP Indonesia conducted the first activation of the Logistics Response Team for an emergency response in support of the 100,000 people affected by the earthquake near Aceh on 6 December 2016.

WFP Indonesia supported a high level simulation exercise in Ambon with participants from various Association of Southeast Asian Nations (ASEAN) countries resulting in a strengthened partnership with the National Disaster Management Authority. The country office also provided staff support with simulation exercises at WFP country offices in Laos and Pakistan.

**Strategic Objective 3:** Reduce risk and enable people, communities and countries to meet their own food and nutrition needs (SO3).

**Outcome:** Risk reduction capacity of countries, communities and institutions strengthened.

**Activity:** Technical Assistance.

Strong emphasis on capacity strengthening contributed to the enhanced skills, processes, tools and products for food security and nutrition as well as early warning. WFP conducted technical workshops and training sessions that have successfully developed national partner capacity in remote sensing techniques for disaster impact monitoring and risk assessment, and for estimating crop planting potential. These skills were then applied in three jointly published Food Security Monitoring Bulletins (FSMB). The FSMBs were the result of work from an exceptional team comprised of members from five government agencies, Food and Agriculture Organization of the United Nations (FAO), and WFP.

The technical working group (TWG) established a coordination process for food security monitoring and early warning, engaging several agencies which have not traditionally been involved in food security. With the introduction of regular TWG meetings, coordination among the member agencies improved. The Data and Information Unit of the Ministry of Agriculture proposed closer collaboration in the process, especially around the use of remote sensing data and methodologies for crop estimates.

Partner agencies expressed their appreciation of the analysis in the bulletins, especially the seasonal outlooks and the potential impact of weather extremes. The Ministry of Agriculture distributed the bulletins to its provincial level officers. The Bureau of Meteorology, Climatology and Geophysics plans to incorporate the bulletin production into their annual workplan where it will appear in their monthly weather updates.

In early 2016, the provincial Food Security and Vulnerability Atlas (FSVAs) were launched in Nusa Tenggara Timur (NTT), Nusa Tenggara Barat (NTB) and Papua provinces. This led to more focused government planning and prioritised resource allocations in the most vulnerable districts and sub-districts.

**Strategic Objective:** Reduce undernutrition and break the intergenerational cycle of hunger (SO4).

**Outcome:** Ownership and capacity strengthened to reduce undernutrition and increase access to education at national, regional and community levels.

**Activity:** Technical Assistance.

Reflecting the success of WFP-supported school meals programme in 2012–2015, the Government has adopted the same approach for its own pilot project in 2016. WFP was one of the partners providing technical assistance in the project design and the adaptation of operational guidelines and monitoring tools.

Stemming from WFP's technical support and guidance, the 2017 budget for school meals was expanded from four to ten districts in one province. WFP partnership with the private sector led to increased financial inputs in support of the Government's school meals programme. WFP also facilitated dialogue between national and sub-national line agencies for improved coordination in the replication and scaling up of the school meals programme. The Government's ability to demonstrate results and advocate for continued budget support was strengthened, thanks to WFP's support of baseline and follow-up surveys in the pilot areas.

WFP continued its engagement with provincial authorities in NTT and Papua provinces where WFP previously, in 2015, still implemented the cash-based school meals programme. Engagement with the authorities led to budget allocations to sustain the school meals programme in each of the provinces: NTT allocated USD 75,000 and Papua allocated USD 261,185. The school meals programme previously supported by WFP in Kupang District was recognised as a success story during the Smart Development Practices Festival in NTT province.

WFP demonstrated its technical expertise in improving nutrition outcomes and suggesting improvements in the operational efficiency of the food-based social assistance programme. As the Government is reforming its "rice for the poor" programme (a programme launched in 1998 to provide subsidies to poor families), WFP provided considerable technical support to the Ministry of Social Affairs to develop an evidence base to justify increasing the value of the current food voucher. Technical support was also provided to assess the nutritional adequacy and quality of food provided. As part of WFP's advocacy for a higher dollar value for the food voucher per beneficiary family, it was asked to conduct a cost of diet study. The results of this study will be used to convince policymakers that increasing the value and quality of the food will in time increase food security and diversify consumption patterns and improve the nutritional outcome. WFP was also requested to assess the food supply chain and recommend how to monitor it for each prospective food item being considered.

Under Activity 2, WFP held several meetings with the Ministry of Development Planning, the Ministry of Health and the Ministry of Agriculture to advocate for increased focus on nutrition and as a result, those ministries agreed to make consumption of fruits and vegetables the key thematic message for the national nutrition day campaign in 2017.

The Ministry of Health stated its intention to utilise its own campaign budget for the fruit and vegetable consumption campaign in support of one of the pillars of the Community Movement for Healthy Life (GERMAS). In response to the Ministry's request for support with the communications activities, WFP engaged the food writing and blogging community and sensitised them to the nutrition messages. The writers and bloggers have subsequently agreed to build the social media coverage of the campaign.

The output indicators in the results section reflect the nutrition-sensitive school meals programme. No output indicators were measured for the nutrition campaign because the focus in 2016 was on engaging with government partners for endorsement of the nutrition campaign programme. The Government conducts a total diet survey every four years (next survey to be conducted in 2018) when the Desired Dietary Pattern (DDP) scores are measured. The DDP score will indicate the effect of the nutrition campaign on dietary patterns.

WFP is exploring public-private collaborations to provide annual monitoring data to track outcome level results more frequently. The nutrition campaign is being linked to other government nutrition interventions; for example, the message on increasing the consumption of fruits and vegetables has been incorporated into messaging within the school meals programme.

## Progress Towards Gender Equality

A gender analysis of food security during a slow-onset disaster was published in the food security monitoring bulletins. Using data from 2,400 household surveys collected during the 2015 drought associated with El Niño as an illustrative example, the bulletin examined the food security experiences of households headed by women and those headed by men in seven affected districts with high economic vulnerability in the eastern parts of Indonesia. It found that there was little difference in the impact of the drought on food security regardless of whether the household was headed by a man or a woman. Overall, food security, including food consumption, and food-related coping strategies showed similar experiences for all households during this drought.

As a result of WFP's advocacy efforts, the national school meals programme included paid incentives for the cooking groups, which were previously not provided. This incentive is now to be paid to each cooking group

member as remuneration for their time spent preparing food, cooking meals, and for their transport expenses to and from the school. It represents a recognition of the women's contributions, time and effort. Furthermore, it helps women to have increased bargaining power and autonomy within the household.

WFP continues to encourage more men to participate in the school meals programme for example in preparing and cooking the meals. At this stage men's participation in the school meals preparation remains low, it is hoped that the incentive payments, recognizing the value of time and labour of the cooks, will attract more men into the groups and provide positive gender role models for the children.

## Protection and Accountability to Affected Populations

The country office has a strong commitment to give account to, take account of, and be held to account by the people and the institutions it seeks to assist. Wherever feasible, it sought to ensure that men and women were actively involved in the decisions that affect their lives, in order for its assistance to be more effective. For example, market research on consumer choices offered an opportunity to consult with communities and design a nutrition campaign based on their feedback and choices. Accountability and protection techniques will continue to be incorporated into WFP's support to nutrition-sensitive safety nets, to enable the communities served to participate in the design and monitoring of the programmes and have a mechanism for recourse if their entitlements are not met.

For each of the Government's school meals programmes, a sensitisation was held and local communities were provided with information about the programme in their district or sub-district. Community attendees comprised prominent persons, local government officials, members of cooking groups and parents who were engaged in informal discussions about the programme. Information was shared on the types of meals, ingredients and the nutritional value of those meals, and sample menus were displayed on the wall.

## Innovations in food security monitoring and disaster management in Indonesia

### The Vulnerability Analysis and Mapping Platform for Regional Events

WFP Indonesia explored the use of technologies for innovative food security monitoring, to provide rapid access to information on the impact of current weather extremes on the food security situation, to prevent malnutrition and food insecurity from worsening, and ultimately to save lives. Building on its online Food Security and Vulnerability Atlas that provides a geographic profile of food and nutrition security across Indonesia, and in partnership with Pulse Lab Jakarta, WFP initiated a pilot project to bring different data streams into a single interactive map-based platform. The platform, the Vulnerability Analysis and Mapping Platform for Regional Events (VAMPIRE) is capable of automatically accessing and updating, processing, and visualising a range of overlaid data in near real-time and has dramatically accelerated the ability to take informed decisions in response to a variety of shocks..

The Executive Office of the Indonesian President integrated the platform into its early warning system and is assessing how to strengthen the decision-making potential of the platform. The National Disaster Management Authority requested that the same system be integrated into the national hazard monitoring platform. As a part of their commitment to develop impact-based early warning systems, the Meteorology Climatology and Geophysics Agency also asked to expand the scope of the platform to include other hydro-meteorological events such as floods.

### Provincial Logistics Cluster

On 19 September 2016, Yogyakarta Province formally established a provincial logistics cluster through a Gubernatorial Decree. Having been active since 2014, the cluster is now formally recognised as an officially sanctioned coordination structure within the Government. Reflecting on this achievement, the manager for the response unit of the Local Disaster Management Authority explained, "The cluster members worked well in responding to floods and landslides in several districts a few months back. The cluster approach has improved our business processes and eased coordination by knowing who does what and who has what." He further acknowledged that the cluster had provided leverage to the Authority to exercise its mandate when responding to emergencies. This logistics cluster initiative in Yogyakarta has inspired the initiation of other clusters in the province such as the Health and Search and Rescue clusters. Furthermore, the head of the Local Disaster Management Authority, emphasised the benefit of embedding WFP staff in the Authority which helped enhance day-to-day coordination. As WFP's operation in Yogyakarta is closing in early 2017, he noted, "WFP has been in Yogyakarta for two and a half years. We realise that it is time for us to take over now, and while we still have much homework, it

would be appreciated if WFP could continue to provide support even if from afar.”

The provincial logistics cluster initiative also captured the attention of neighbouring provinces, and some of them have initiated similar mechanisms. “We have good logistics management in place, but our implementation is still patchy; we are not comprehensive in our responses to disasters, where we as the Provincial Disaster Management Authority (PDMA) remain the main actor. The example set in Yogyakarta has inspired us to adopt a multi-stakeholder approach involving the private sector and civil society organizations. That is our dream,” said the head of logistics from the Provincial Disaster Management Authority in Central Java, one of the six provinces that have replicated the cluster method.



# Figures and Indicators

## Data Notes

Cover page photo: ©WFP/Danang Samsurizal, Provincial Disaster Management Office, Yogyakarta Special Region. Joint simulation in Yogyakarta - a training and preparation for earthquake and Merapi volcanic eruption.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>CD&amp;A; Transfer-Indonesia</b>				
<b>SO1: Capacity Development - Emergency Preparedness</b>				
Number of WFP-managed systems and tools in the process of being handed over to the Government	system/tool	13	14	107.7%
Number of female government/national partner staff receiving technical assistance and training	individual	80	72	90.0%
Number of government staff members trained in emergency preparedness and reponse	individual	50	99	198.0%
Number of government/national partner staff receiving technical assistance and training	individual	50	25	50.0%
Number of logistics hubs established	unit	2	-	-
Number of male government/national partner staff receiving technical assistance and training	individual	200	278	139.0%
Number of technical assistance activities provided	activity	33	51	154.5%
<b>SO3: Capacity Development - Strengthening National Capacities</b>				
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	report	3	3	100.0%
Number of government counterparts trained in data collection and analysis on food and nutrition security	individual	150	163	108.7%
<b>SO4: Capacity Development - Strengthening National Capacities</b>				
Number of WFP-managed systems and tools in the process of being handed over to the Government	system/tool	1	1	100.0%
Number of cooks trained in nutrition, hygiene and safe food handling	individual	150	165	110.0%
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	individual	50	88	176.0%
Number of government/national partner staff receiving technical assistance and training	individual	55	64	116.4%
Number of national programmes developed with WFP support (nutrition, school feeding, safety net)	national programme	3	3	100.0%
Number of school staff and school committee members trained by WFP in school feeding programme design, and implementation in model schools	individual	100	165	165.0%

Output	Unit	Planned	Actual	% Actual vs. Planned
Number of teachers trained in health, nutrition and hygiene education	individual	100	110	110.0%
Number of technical assistance activities provided	activity	17	16	94.1%
Number of technical assistance projects conducted by WFP to strengthen the national capacity	project	3	3	100.0%

## Partnership Indicators

Cross-cutting Indicators	Project End Target	Latest Follow-up
<b>CD&amp;A; Transfer-Indonesia</b>		
<b>Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)</b>		
<i>INDONESIA, Capacity Development, Project End Target: 2016.12, Latest Follow-up: 2016.12</i>	=2,891,874.00	1,094,515.00
<b>Number of partner organizations that provide complementary inputs and services</b>		
<i>INDONESIA, Capacity Development, Project End Target: 2016.12, Latest Follow-up: 2016.12</i>	=10.00	8.00