



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE

INDONESIA: AN EVALUATION OF WFP'S COUNTY STRATEGIC PLAN (2016-2018)

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1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed Indonesia Country Strategic Plan Evaluation (2016-2018),¹ to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR is structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP assistance in Indonesia and defines the scope of the evaluation; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline.

1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan.

1.2. Country Context

Socio-Economic Context

3. Indonesia is the world's largest island country, which consists of more than seventeen thousand islands² in Southeast Asia, between the Indian and Pacific oceans (see [Annex 1](#)). Located in the Pacific Ring of Fire, the Indonesian archipelago is constantly at risk of earthquakes, volcanic eruptions, floods and tsunamis.

4. With over 255 million people³ from 360 ethnic groups,⁴ it is the world's 4th most populous country.⁵ Indonesia is ranked as a lower middle-income country since 2010⁶ with steady economic growth expanding its Gross Domestic Products per capita from US\$ 857 in the year 2000 to USD\$ 3,847 in 2017.⁷ For 2017, Indonesia's Human Development Index was 0.694, positioning it as Medium Human Development at 116th in ranking out of 189 countries.⁸

5. Indonesia has made enormous gains in poverty reduction in the last decades, cutting the poverty rate more than half from 24 percent in 1999,⁹ to 9.8 percent in 2018.¹⁰ However, 28 million people still live below the national poverty line.¹¹ Rapid economic development also increased inequality with large geographical disparities, which is reflected in the Gini index of 37.9 in 2017.¹² Rural poor accounts for more than 60 percent of the total poor.¹³ Poverty rates in Nusa Tenggara Timur and Papua Provinces remain above 20 percent, while the rate in Jakarta is 3.93 percent.¹⁴

1 WFP Indonesia Country Strategic Plan (2018-2020)

2 Indonesia's SDG Voluntary National Review 2017

3 Indonesia's SDG Voluntary National Review 2017

4 Government-United Nations Partnership for Development Framework (UNPDF) 2016 - 2020

5 UN Department of Economic and Social Affairs. 2017. World Population Prospects the 2017 Revision ESA/P/WP/248

6 [Economist Intelligence Unit](#). 2011. 'Strong growth takes Indonesia to middle income status.'

7 World Bank Indonesia Country Overview <https://www.worldbank.org/en/country/indonesia/overview>

8 UNDP. 2018. Human Development Indices and Indicators 2018 Statistical Update,

9 World Bank. 2014. [Reducing inequality in Indonesia](#).

10 World Bank Group. April 2019. Poverty and Equity Brief, Indonesia,

11 Rp 302,735 (US\$25) per month per person. Asian Development Bank.2015. Summary of Indonesia's Poverty Analysis

12 World Bank Group. April 2019. Poverty and Equity Brief, Indonesia

13 Percentage of poor people in rural areas counts 13.93 % in 2017, while those in urban areas is 7.72 %. UNPDF 2016 - 2020

14 UNPDF Progress Report 2016-2017

Although the overall unemployment rate was 4.1 % in 2017,¹⁵ the youth unemployment rate is high with 15 percent.¹⁶

National Policy

6. The Government of Indonesia addresses its development priorities through its National Medium-Term Development Plan (RPJMN)¹⁷ 2015–2019, which is the third segment of its 20-year development plan from 2005 to 2025. Aiming at improving the quality of human life and addressing disparity and inequality, the RPJMN development strategy focuses on 1. Community development, 2. Increased welfare, prosperity and productivity and narrowing the income gap, 3. Increased productivity of middle-lower society and poverty reduction measures, and 4. Increasing development without environmental degradation. The RPJMN is complemented by Acceleration and Expansion of Indonesia's Economic Development 2011–2025.

7. The Government of Indonesia uses social assistance programs as important tools to reduce inequality, spending 0.7 percent of its annual GDP on social assistance in 2016.¹⁸ The government social protection scheme includes food assistance (BPNT), subsidized social health insurance (JKN-PBI), conditional cash transfer (PKH), cash transfer for poor and at risk students (PIP), child social services (PKSA), unconditional cash transfer (BLT/BLSM/KKS & KSKS), elderly special services (ASLUT) and disabled social services (JSPACA).¹⁹ The recent National Financial Inclusion Strategy recommended transforming cash-based social assistance payment systems into one single card to improve transparency and efficiency and to promote financial inclusion of the poor.²⁰

8. The Government of Indonesia launched its Healthy Lifestyle Movement (Germas) in 2015. Germas is a programme initiated by President Joko Widodo to strengthen Indonesia's health development, which is based primarily on preventive and promotive measures but at the same time still pays attention to curative and rehabilitation efforts. The movement represents government's efforts to improve quality of life and wellbeing of all Indonesian people by aiming to change people's behaviour and encourage them to adopt a healthier lifestyle. As a follow-up, a Presidential Instruction (Inpres) No 1/2017 was issued on Germas, detailing the specific activities of the programme.

Food and Nutrition Security

9. Indonesia ranked 73rd out of 119 qualifying countries under a level of hunger that is serious in the Global Hunger Index, with a score of 21.9 in 2018.²¹ While overall food security has improved, approximately 20 million people live with food insecurity.²² Despite sufficient food availability, access to, and utilization of food remain as a challenge.²³ Lack of knowledge on nutritious food with eating habits with a preference for less nutritious but convenient foods is a contributing factor to the poor food utilisation.²⁴ While women's literacy, which is linked to feeding practices and child nutrition outcomes, has improved markedly, more than 20 percent of women

15 World Bank Open Data. Unemployment rate for women at 3.9 % and men at 4.3 %.

16 UNPDF 2016 - 2020

17 Rencana Pembangunan Jangka Menengah Nasional

18 OECD.October 2018.OECD Economic Surveys Indonesia

19 World Bank.2017. Indonesia Social Assistance Reform Program Information Document, Appraisal Stage

20 World Bank Group, Australian Government.2017.Towards Comprehensive, Integrated, and Effective Social Assistance System in Indonesia.

21 Global Hunger Index 2018 <https://www.globalhungerindex.org/indonesia.html>

22 WFP Indonesia.2018. Annual Country Report,

23 FAO, WFP, Deputy of Climatology Agency for Meteorology, Climatology and Geophysics (BMKG), Ministry of Agriculture, National Disaster Management Agency(BNPB), Remote Sensing Application Centre Indonesia National Institute of Aeronautics and Space (LAPAN) and Central Bureau of Statistics (BPS). December 2017. Food Security and Vulnerability Bulletin, Volume 9.

24 WFP & Kementerian PPN/Bappenas. 2017. The Cost of the Diet Study in Indonesia.

were illiterate in 45 districts.²⁵ Poor households headed by women, which is about 12 million people, face a higher risk of being affected by shocks.²⁶

10. The Food Law (8/2012) recognizing the right to adequate food for all institutionalised the legal framework for food security.²⁷ The 2007 Disaster Management Law establishes assistance norms including food, health, water and sanitation in disasters. A 2013 Presidential Decree established a legal platform for the Scaling Up Nutrition (SUN) movement. The Food Security Council chaired by the President advises on policies governing food supply and distribution, reserves, diversification and quality.²⁸

11. Indonesia achieved the Millennium Development Goal of halving the percentage of its population that is undernourished. Nevertheless, an estimated 20.2 million people remain undernourished in 2015-2017.²⁹ The stunting rate remains high at 30.8 percent nationally, and 2 of 34 provinces exhibiting a very high prevalence of over 40 percent.³⁰ Indonesia also shows a high prevalence of all three of forms of child malnutrition, namely more than 20 percent of child stunting, more than 10 percent of child wasting and more than 10 percent of child overweight.³¹ Proportion of anaemia among pregnant women is 48.9 percent in 2018.³²

Agriculture

12. While the agricultural sector's share of GDP is decreasing from 24 percent in 1983 to 13 percent of GDP in 2017,³³ agriculture is still crucial for Indonesia's economy. Land area used for agricultural production increased to 32 percent of the total land area over the last decades.³⁴ Around 31 percent of Indonesia's labor force is employed in the agricultural.³⁵ Small family farms dominate the sector and grow the bulk of staples, including rice, corn and cassava, as well as of cash crops. Women face more limited access to agricultural resources than men, thus, only 11 percent of the family farms are female-headed.³⁶

13. Natural disasters, deforestation and climate change have a huge potential impact on crop production and food security across Indonesia. Analysis of climate change impacts on rice production in Java suggests that production is likely to be 1.8 million mt lower than current levels in 2025 and 3.6 million mt lower in 2050.³⁷

Protection

14. Violence against children, including physical, sexual and emotional violence remains a prevalent problem in Indonesia. While 26 per cent of children have experienced abuse in their homes,³⁸ both girls (45 percent) and boys (48 percent) aged 15-19 years believe domestic violence

25 WFP, Food Security Council Secretariat – BKP.2015. Food Security and Vulnerability Atlas of Indonesia.

26 The International Fund for Agricultural Development (IFAD). 2016. Rural Empowerment and Agricultural Development Programme Scaling-up Initiative (READ SI) Final programme design report

27 Food and Agriculture Organization (FAO). 2006. FAO Right to Food in Practice.

28 WFP, SMERU Research Institute, UKP4. 2015. Food and Nutrition Security in Indonesia: A Strategic Review

29 FAO, IFAD, UNICEF, WFP, WHO.2018. Food Security and Nutrition in the World.

30 Kementerian Kesehatan, Republik Indonesia. 2018. Riset Kesehatan Dasar.

31 FAO, IFAD, UNICEF, WFP, WHO.2018. Food Security and Nutrition in the World.

32 Kementerian Kesehatan, Republik Indonesia. 2018. Riset Kesehatan Dasar.

33 World Bank Data <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=ID>

34 FAO.2018. Small Family Farms Country Factsheet

35 28 percent of total female employment and 32 percent of total male employment. World Bank Data <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=ID>

36 FAO.2018. Small Family Farms Country Factsheet

37 WFP, Food Security Council Secretariat(BKP).2015. Food Security and Vulnerability Atlas of Indonesia

38 UNICEF Indonesia <https://www.unicef.org/indonesia/protection.html>

is justifiable.³⁹ 31 percent of children are without birth registration, making them invisible in national planning and preventing them from accessing public services and infrastructure.⁴⁰

15. Approximately 3.2 million children between the ages of 10–17 are engaged in employment. In 2010, two million children were working in rural areas with 386,000 in urban and peri-urban areas.⁴¹ Indonesia's West Java, Central Java, East Java, West Nusa Tenggara, East Nusa Tenggara and Banten provinces are also considered as a source for human trafficking of women, children and men who are subject to sex trafficking and forced labour.⁴²

Education

16. Indonesia reached nearly 100 percent primary school enrolment with a net enrollment of 95 percent for boys and 89 percent for girls enrolled in 2017.⁴³ There are few differences between enrolment rates of girls and boys at primary level, and overall little difference between urban and rural areas, with some exceptions such as Papua province where nearly 30% of primary school age children are out of school.⁴⁴ However, approximately 4.5 million⁴⁵ children, mostly children of secondary school age (13–18 years) are out of school due to the reasons including economic situation, living in rural-remote areas, disability and early marriage of adolescent girls.

Gender

17. Having ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) into National Law in 1984, Indonesia has made progress in promoting gender equality and the empowerment of women particularly areas of girls' access to education, opening up employment opportunities,⁴⁶ and expanding health services.

18. Nevertheless, with its Gender Inequality Index of 0.453 ranking at 104 among 160 countries, substantial needs still remain.⁴⁷ One in six girls are married before their 18th birthday and married girls are more likely to not complete their education and may face an increased risk of intimate partner violence. In 2015, over 320,000 cases of violence against women were reported.⁴⁸ Female genital mutilation/cutting is also a common practice (51 percent of 0–11 year old girls), and until recently was permitted by law.⁴⁹

19. Women tend to be more vulnerable than men in terms of employment. The overall gender wage gap in Indonesia is larger than in other countries in East Asia, with women earning about 70 percent of what men earn. Female workers tend to have less secure terms of employment and are more likely to be self-employed, doing unpaid family work or working in the informal sector, in which women have a 24 percent higher probability of working.⁵⁰

Health

20. Indonesia launched its National Health Insurance Programme, which aims at reaching universal health coverage by 2019, stands at 66.5 percent of the population registered in the scheme in 2016.⁵¹ Indonesia has beaten small pox and polio and was declared free from

39 UNPDF 2016-2020

40 United Nations Children's Fund (UNICEF) Indonesia [Website](#) accessed 4 April 2019.

41 UNPDF 2016-2020

42 UNPDF 2016-2020

43 World Bank. [World Development Indicators](#).

44 UNPDF Report 2017-2018

45 UNICEF Indonesia [Website](#) accessed 4 April 2019.

46 UNPDF Report 2017-2018.

47 Human Development Report, 2015 & 2018

48 SDG Factsheet Indonesia, SDG 5 Gender Equality

49 UNPDF 2016-2020

50 World Bank. Country Partnership Framework for the Republic of Indonesia for the period FY 2016 -2020.

51 UNPDF Report 2016 -2017

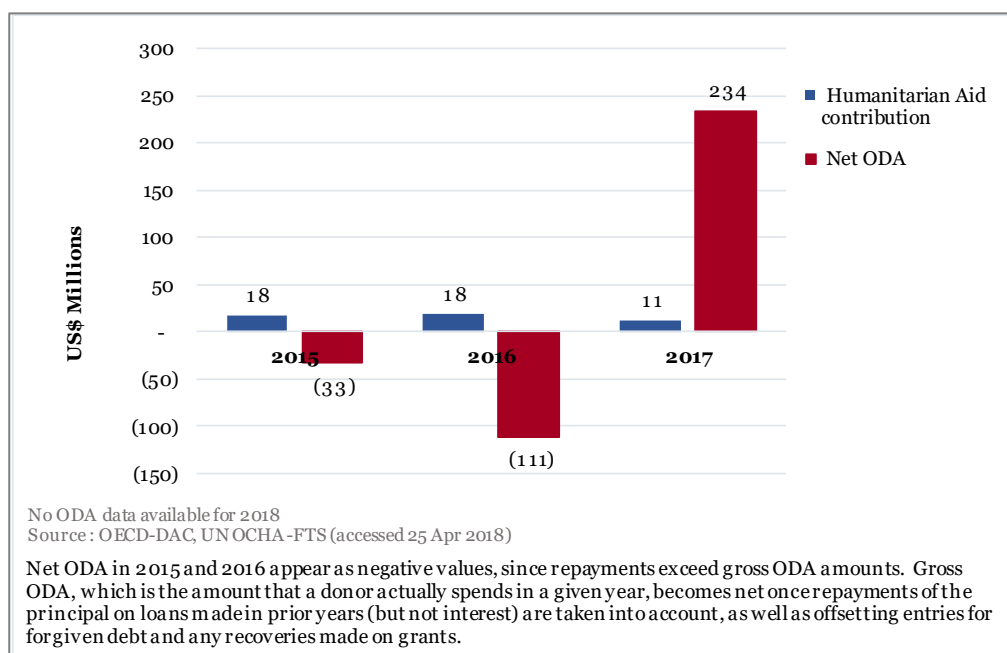
neonatal tetanus in 2016. Around 60 % of Indonesian children now receive complete basic immunization. According to the data from the National Health Insurance (JKN) programme,⁵² health problems covered by the Social Security Management Agency (BPJS) were mostly non-communicable diseases, such as hypertension, heart problems, diabetes, kidney failures and cancers, which were caused primarily by unhealthy lifestyles. Around 34.1 percent of the population suffer from hypertension in 2018.⁵³

21. The maternal mortality ratio more than halved since 2000, yet remains at a relatively high level compared to other middle-income countries with 126 women dying for every 100,000 live births.⁵⁴

International Assistance

22. During the period 2015-2017, Indonesia has received a yearly average US\$ 27 million net Official Development Assistance (ODA).⁵⁵ The proportion of net ODA per Gross National Income is almost zero.⁵⁶ The top five ODA funding sources are Japan, Germany, USA, France and Australia, followed by Global Fund, Korea, Norway, EU institutions and UK.⁵⁷ Main humanitarian donors have comprised of USA, Central Emergency Response Fund and European Commission.⁵⁸

Figure 1: International Assistance to Indonesia (2015-2018)



23. The Government is working towards more equal partnerships with development partners based on the 2009 Jakarta Commitment that called for greater mutual accountability and alignment between the government and international partners and redefined their partnerships. Since then, the United Nations in Indonesia has gradually shifted from direct service delivery to policy advice and technical assistance. The government and the United Nations in Indonesia

52 JKN Programme data is managed by the Social Security Management Agency (BPJS)

53 Kementerian Kesehatan. 2018. Riset Kesehatan Dasar.

54 Human Development Report, 2018

55 [OECD data website](#) accessed 25 April 2019. Note that this is Net ODA considering repayments, and gross ODA is a yearly average US\$ 2.2 billion (2015-2018)

56 - 0.004 percent in 2015, - 0.0123 percent in 2016, and 0.0238 percent in 2017. [OECD data website](#) accessed on 25 April 2019.

57 Donors for Gross ODA for Indonesia, 2016-2017. [OECD data website](#) accessed 25 April 2019.

58 2015-2019. OCHA Financial Tracking System accessed 24 April 2019.

articulated its partnership in the Government – United Nations Partnership for Development Framework (UNPDF),⁵⁹ which covers the period of 2016 – 2020⁶⁰ and leverages the expertise, capacity and resources of the United Nations to support the Government’s priorities.

24. The UNPDF is aligned with RPJMN and has identified 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 for all as the four pillars of the strategic framework for United Nations corporation with five key cross-cutting themes, namely human rights, gender equality, HIV/AIDS, young people, and statistics and data management.⁶¹

2. Reasons for the Evaluation

2.1. Rationale

25. CSPEs have been introduced by the WFP Policy on Country Strategic Plan in 2016, which states: “under the management of the Office of Evaluation, all CSPs, other than ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The results of this evaluation will be used to inform discussions on the future of WFP’s engagement in Indonesia and the contents of any Country Strategic Plan to be presented to the WFP Executive Board in November 2020.

2.2. Objectives

26. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Indonesia and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholders and Users of the Evaluation

27. The evaluation will seek the views of, and be useful to, a broad range of WFP’s internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The main stakeholder and users of the evaluation are the WFP Country Office (CO), Regional Bureau in Bangkok (RBB), Headquarters technical divisions, the Executive Board (EB), the Government of Indonesia, beneficiaries,⁶² Non-Governmental Organizations (NGOs), donors, the UN Country Team and WFP office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in [Annex 3](#).

28. In the context of Indonesia, the CSPE will seek the perspectives of partners on WFP’s role. The CSPE can provide useful lessons for enhancing synergy, coordination and collaboration. National government partners comprise ministries such as Ministry of National Development Planning, the Coordinating Ministry of Human Development and Cultural Affairs, the Ministry of Social Affairs, the Ministry of Education and Culture, the Ministry of Health, the National Disaster Management Authority, the Bureau of Meteorology, Climatology and Geophysics and the Food

59 Equivalent to the United Nations Development Framework (UNDAF).

60 UNPDF follows the previous UNPDF, which covered 2011 – 2015.

61 UNPDF 2016 - 2020

62 WFP Indonesia no longer provides direct food assistance to beneficiaries in principle. Therefore, beneficiaries indicated here means a wider range of indirect beneficiaries who benefit from activities done by government or other partners supported by WFP.

Security Agency. This CSPE should enable policymakers to sharpen their view of opportunities for synergies and coordination to support national strategies; and ensure that WFP's future contributions are best attuned to national needs and policy – within any future CSPs and the UN Cooperation Framework.

29. WFP works closely with the Food and Agricultural Organization (FAO), the International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), World Health Organization (WHO), Office for Coordination of Humanitarian Affairs (OCHA), the office of the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM), United Nations Population Fund (UNFPA), as a member of the UN Country Team. In addition, WFP partners with multilateral, bilateral as well as private donors in the design, funding and coordination of delivery of technical assistance.

30. WFP has also collaborated with a wide range of partners to facilitate the implementation of activities. They include Indonesian Red Cross (PMI) and the International Federation of Red Cross and Red Crescent Societies (IFRC), ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre), World Bank (WB), Asian Development Bank (ADB), private sector, academia, national and international Non-Governmental Organisations (NGOs). The evaluation is expected to enable enhancement of partnerships between WFP and various partners, to clarify mandates and roles and to accelerate progress towards replication and hand-over.

31. There are no direct WFP beneficiaries⁶³ in Indonesia, however WFP's assistance is intended to assist the government to deliver better services to groups such as food insecure households, people affected by natural disasters, children under five, pregnant and lactating women, farmers and school children. Data disaggregation by sex, gender-sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CSPE.

3. Subject of the Evaluation

3.1. WFP Assistance in Indonesia

32. WFP returned to Indonesia in 1998 to respond to the drought caused by El Niño and to the Asian Financial Crisis, after the office closure in 1996 when Indonesia showed significant progress towards food self-sufficiency. Based on the results of the government consultation, the strategic review and the country portfolio evaluation (2009–2013), WFP Indonesia discontinued direct food distributions as of December 2015 with the end of Country Programme Indonesia (CP) 200245 (January 2012 – February 2016). 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.

33. Reflecting the strategic shift, Country Programme Indonesia (CP) 200914 (March 2016–December 2020) started in 2016 aligning with the WFP Strategic Objectives 1, 3 and 4 and Sustainable Development Goal (SDG) 2 (See [Annex 6](#)).

34. In parallel, as one of the pilot countries, WFP Indonesia developed its first CSP (2017-2020) guided by WFP Strategic Plan (2017-2021) and the Policy on CSP under the Integrated Road Map initiative. In March 2017, WFP Indonesia commenced implementation of the CSP with a total budget of US\$ 13 million, superseding CP 200914, with almost identical objectives, outcomes and activities.

35. Both CP 200914 and CSP reflect the strategic review conducted with the government and feedback from civil society, the private sector and development partners. The CSP supports two of the five priorities of the National Medium-Term Development Plan (2015–2019), namely

63 As explained in the footnote 56, beneficiaries indicated here means a wider range of indirect beneficiaries who benefit from activities done by government or other partners supported by WFP.

improving nutrition and the quality of food and mitigating the effects of disasters on food security. The CSP is also aligned with the UNPDF 2016 – 2020.

36. The CSP focuses on the following three strategic outcomes aiming at reducing the number of severely food-insecure people by 9 million by 2020 through the WFP’s strategic partnership with the government to achieve Sustainable Development Goals 2 (Figure 2).

Figure 2 : Indonesia CSP Line of Sight

WFP Strategic Goal 1 (SDG2)			
Support Countries to achieve zero hunger			
WFP Strategic Objective 1		WFP Strategic Objective 2	
End Hunger by protecting access to food		Improve nutrition	
US\$ 5,628,091		US\$ 3,689,339	
Strategic Result 1 (SDG target 2.1)		Strategic Objective 2 (SDG target 2.2)	
Everyone has access to food		No one suffers from malnutrition	
Strategic Outcome 01	Strategic Outcome 03	Strategic outcome 02	
Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach	Indonesia’s emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters	An increased percentage of Indonesian consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019	
US\$ 2,161,740	US\$ 3,466,351	US\$ 3,689,339	
Output 1.1: National and subnational food security and nutrition data collection and analysis systems enhanced	Output 3.1: National humanitarian supply network enhanced	Output 2.1: Tailored balanced diet promotional campaigns adequately delivered to targeted populations	Output 2.2: National social protection and school meal programmes designed to improve the nutrition status of recipients
Activity 1: Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes	Activity 4: Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.	Activity 2: Promote balanced diets to address undernutrition and overweight	Activity 3: Improve the efficiency and nutritional impact of national school meals and social protection programmes
US\$ 2,161,740	US\$ 3,466,351	US\$ 1,503,822	US\$ 2,185,517

Source: Indonesia Country Operations Management Plan (COMP)

37. WFP works with the government partners towards the formal hand-over of programme and tools with innovative approaches. If the current pace of economic growth and progress towards the government’s development targets continue, and the CSP strategic outcomes are achieved by 2020, the CSP document states that this may be the last WFP intervention required in Indonesia.

38. **Requirement and funding:** CSP Indonesia requires total US\$ 13 million for its nearly four-year CSP cycle. As of April 2019, total contributions allocated for the CSP since its commencement amounted to US\$ 7 million, which corresponds to 54 % of overall needs. The top five donors to the Indonesia CSP in order of magnitude are: private donors, USA, Australia, UN CERF and Indonesia (see [Annex 7](#)).

39. **Staffing :** Indonesia Country Office has approximately 42 staff as of 31 March 2019,⁶⁴ of which 50 percent is female. 88 percent of WFP personnel were national staff. 93 percent of staff are based in the capital Jakarta, and 7 percent of staff are based in Pidie Aceh and Kupang.

40. During the period covered by this evaluation, the following WFP evaluations have been completed: i) Decentralised Evaluation Study of Local Food Based Schools Meal Programme in Nusa Tenggara Timur and Papua Provinces Indonesia from 2012 to 2015 (2016), and ii) Decentralized Evaluation of the Maternal and Child Nutrition Intervention Program in Timor Tengah Selatan District, Nusa Tenggara Timur Province (2016).

3.2. Evaluation Scope and Criteria

41. The evaluation will cover all of WFP’s activities (including cross cutting results) for the period from 2016 to early 2019. The unit of analysis is the Country Strategic Plan understood as the set

⁶⁴ WFP HR Analytics dashboard at 31 March 2019.

of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions. In this connection, the focus will be on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative.

42. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability as well as connectedness, coherence and coverage as applicable. It will also analyse WFP partnership strategy, including WFP strategic positioning in complex and dynamic contexts, particularly in relations to national governments and the international community. The evaluation will also give attention to assessing adherence to humanitarian principles, protection issues and accountability to populations affected by WFP's assistance.

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

43. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in possible indirect beneficiaries' roles disaggregated by sex and age.

EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Indonesia?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?

3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.2. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as a reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is underway or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

44. Several issues could have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

45. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

- Given the CSP's focus on the provision of policy advice, capacity development and knowledge-sharing, data availability and quality will have to be assessed, particularly at outcome level, to determine feasibility of the systematic longitudinal study of WFP's assistance, as well as evaluating efficiency and sustainability of WFP outputs and related data collection method.
- The CSP does not have a theory of change, and there were no outcome level indicators with baselines required in its logical framework at the time of submission. The output indicators in the CSPE are mostly quantitative indicators at the activity level as the Corporate Results Framework was still in development. Analysis on the contribution of WFP activities to outputs and outcomes set out in CSP as well as those at a national level including policy and

institutional level, gender inequality and women empowerment, capacity development, nutrition, resilience and protection issues may be a challenge.

- The different strategic frameworks during the evaluation period shall be taken into consideration. While CP 200914 and CSP have the same activities, CP 200914 logical framework was built on WFP Strategic Plan (2014-2017), while CSP logical framework is grounded in WFP Strategic Plan (2017 -2021).

46. The evaluation team needs to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's actions in policy advice, capacity development and knowledge-sharing, gender equality and women empowerment aspects.

47. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).

4.3. Approach and Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

48. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analyzing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

49. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

50. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDG, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

51. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different

techniques including:⁶⁵ desk review,⁶⁶ semi-structured or open-ended interviews, closed answer questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

52. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

53. A key annex to the inception report will be an evaluation matrix ([Annex 10](#)) that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

54. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations. For gender to be successfully integrated into an evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

55. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO.

56. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

57. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the draft final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.

58. The CSPE will coordinate the timeline planning with other possible reviews and evaluations such as UNPDF evaluations, which commenced in the second quarter of 2019 and is due to be completed by the last quarter of 2019.

65 There is no sequence or order of priority in the techniques listed.

66 [Annex 8](#) provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

4.4. Quality Assurance

59. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Specialist, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

60. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

61. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

4.3. Ethical Considerations

62. Ethical consideration shall be taken into the methodology. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

63. The team will not have been involved in the design, implementation or monitoring of the WFP Indonesia CSP nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

5. Organization of the Evaluation

5.1. Phases and Deliverables

64. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. [Annex 2](#) presents a more detailed timeline. The CO and RBB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Phases	Mar-May 2019	Jun - Aug 2019	Aug - Sep 2019	Oct 2019- Feb 2020	March 2020 onwards	Deliverables
Phase 1 (Preparation) Desk Review Preparation of ToR CO/RBB consultation	X					ToR (draft and final) Contracting evaluation firm
Phase 2 (Inception) Remote briefing HQ Document review Inception mission in Jakarta		X				Inception Package
Phase 3 (Fieldwork) Evaluation, data collection/			X			Exist Debriefing HQ Briefing by PPT

analysis, exit debriefing, HQ Briefing						
Phase 4 (Reporting) Report drafting, comments and revision				X		Draft Evaluation Report (D0 -3); Learning workshop (Dec 2019)
Phase 5 (Dissemination) EB Follow up Actions EB.2/November 2020					X	Summary Evaluation Report Presentation of SER to EB2/ November 2020 Management Response, Evaluation Brief

Figure 3: Provisional Timeline Overview

65. The Evaluation Team will produce an evaluation report, which should not exceed 28,000 words (aprox. 50 pages), excluding the Summary Evaluation Report (SER) and the annexes. Annexes should not exceed 150 pages, and should include: Summary TOR, methodology including evaluation matrix, list of persons consulted, bibliography, mapping of findings, conclusions and recommendations, and acronyms. Other supplementary annexes will include overview of portfolio/WFP activities and donor funding, mission schedule, data collection tools, summary of survey or Focus Group Discussion findings, and other summary technical annexes as appropriate.

5.2. Evaluation Team Composition

66. This CSPE will be conducted by a team of three to four independent consultants with relevant evaluation expertise. The selected evaluation firm providing the evaluation team is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Bahasa Indonesia) who can effectively cover the areas of evaluation. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis plan for this CSPE.

67. The team will consist of two to three members providing a combination of the expertise and skills required to conduct the CSPE and a research analyst as detailed below. The team will consist of international, regional and/or national consultants with gender balance. All team members must be fluent in English, with evaluation competencies in designing and conducting data collection, analysis, synthesis and reporting skills; evaluation experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities. Local language skills will be needed for focus group discussions with due attention to gender balance, ensuring both a female/male local language speaker for interviews with communities. The team leader (TL) will have the additional responsibility for overall design, implementation, reporting and timely delivery of all evaluation products. The team leader should have excellent synthesis and evaluation reporting writing skills in English.

Figure 4: Summary of evaluation team and areas of skills required

Areas of CSPE	Experience, knowledge and skills required
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including the ability to resolve problems. • Strong experience in evaluating implementation of strategic plans and CO positioning related to evaluating capacity strengthening activities and its contribution, specialization in one of the areas below: food assistance, emergency preparedness, gender analysis; relevant knowledge and experience in Indonesia or similar context; a strong experience of evaluation in humanitarian and development contexts, experience in CSPE analysis, synthesis, reporting, and strong presentation skills. • Evaluate WFP country office strategic positioning/planning in Indonesia, ensuring high-quality analysis and synthesis in the CSPE products and their timely submission to OEV. • Evaluate WFP assistance to national institutions and partners through capacity development, policy advice and knowledge sharing activities in their efforts to improve the effectiveness and efficiency with other humanitarian/development partners such as FAO, IFAD, UNHCR, UNICEF and the World Bank.
Emergency Preparedness and Response (EPR)	<ul style="list-style-type: none"> • Evaluate WFP assistance to the government in strengthening institutional capacities for emergency preparedness and responses to the wider humanitarian community and national institutions • Assess gender-sensitive analysis, monitoring and evaluation, and accountability and feedback mechanisms, AAP, targeting, humanitarian principles and protection, partnerships, and security, risk assessment and management.
Food security, livelihoods and safety net	<ul style="list-style-type: none"> • Evaluate technical assistance to strengthen resilience of vulnerable Indonesian people via government-owned platforms; operational partnerships with other UN agencies, international financial institutions and private sector. • Evaluate training and technical assistance to national and sub-national governments and other development and humanitarian partners to improve vulnerable people's livelihood. • Review food security assessments, VAM, M&E processes and products • Assess efficiency, timelines and cost-effectiveness of WFP technical assistance/capacity development modalities <p>Evaluate WFP's technical assistance to the government social protection programmes, as well as to the national school feeding programmes.</p>

Nutrition	<ul style="list-style-type: none"> • Evaluate the development and delivery of education on healthy eating habits and nutrition outlined in the CSP through government capacity strengthening • Evaluate nutrition component of the CSP design, implementation, outputs and outcomes • Review WFP nutrition assessments and monitoring systems; programming • Assess WFP assistance to national capacity development and partnerships in the nutrition sector
Research Assistance	<ul style="list-style-type: none"> • Qualitative and quantitative research, data searches and storages, data cleaning, analysis, documentation, formatting, proofreading, taking notes for the record, arranging/facilitating conference calls in support of the team's work and evaluation products. • Relevant understanding of evaluation and research, fieldwork experience in providing research support to evaluation teams, data analyses, formatting, proofreading, writing and presentation skills; knowledge of food assistance.

5.3. Roles and Responsibilities

68. This evaluation is managed by the WFP Office of Evaluation (OEV). Mari Honjo has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2020.

69. An internal reference group composed of selected WFP stakeholders at CO, RBB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Indonesia; provide logistic support during the fieldwork, and organize an in-country stakeholders learning workshop. Diana Syafitri has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

70. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

5.4. Communication

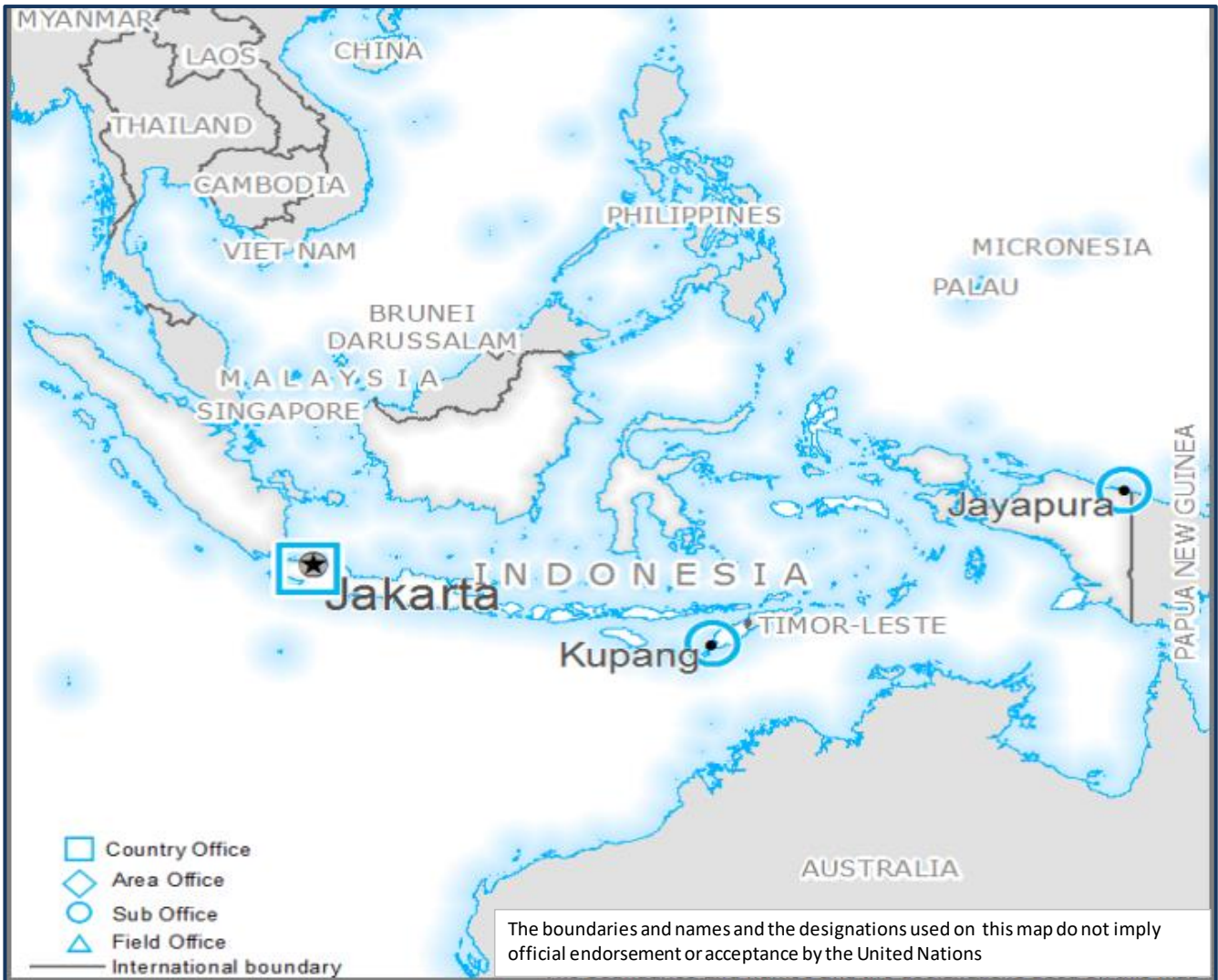
It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

71. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 4](#)) will be refined by the EM in consultation with the evaluation team during the inception phase.

72. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2020. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

Annexes

Annex 1: Map of Indonesia with WFP presence



Annex 2: Tentative Timeline

	Indonesia Country Strategic Plan Evaluation	By Whom	Key Date (deadlines)
Phase 1 - Preparation			
	Stakeholder review on draft TOR and send comments to OEV	Stakeholders	3 - 13 May 2019
	Draft TOR circulated to LTA Firms for Proposals	EM/LTA	3 May 2019
	Proposal Deadline based on the Draft TOR	LTA	26 May 2019
	LTA Proposal Review	EM	27 - 31 May
	Review draft TOR based on WFP stakeholders' feedback	EM	13 - 17 May
	Final TOR cleared by Director of Evaluation	DOE	20 - 24 May 2019
	Final TOR sent to WFP Stakeholders	EM	27 May 2019
	Contracting evaluation team/firm	EM	31 May - 14 June 2019
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	3 - 14 June 2019
	HQ & RB Inception Briefing (remotely by phone/Skype)	EM & Team	17 - 19 June 2019
	Inception Mission in Jakarta	EM + TL	23 - 29 June 2019
	Submit draft Inception Report (IR)	TL	12 July 2019
	OEV quality assurance and feedback	EM	15 - 19 July 2019
	Submit revised IR	TL	26 July 2019
	IR Review and Clearance	EM	29 July - 2 August 2019
	IR Clearance	OEV/DOE	5 - 9 August 2019
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	12 August 2019
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at Indonesia CO	Team	25 August - 7 September 2019
	Exit Debrief (ppt)	TL	6 September 2019
	Debriefing with CO, RBB and HQ	EM&TL	20 September 2019
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	23 October 2019
	OEV quality feedback sent to TL	EM	24 - 31 October 2019
Draft 1	Submit revised draft ER to OEV	TL	8 November 2019

	OEV quality check	EM	11 - 15 November 2019
	Seek OEV/D clearance prior to circulating the ER to WFP Stakeholders.	OEV/DOE	18 - 27 November 2019
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM/Stakeholders	28 November - 12 December 2019
	Stakeholders Learning workshop - Jakarta; share comments w/TL	TL/EM	4 - 5 December 2019
	Consolidate WFP's comments and share them with Evaluation Team. Team to consider them before in-country workshop	EM	13 - 20 December 2019
Draft 2	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments.	TL	15 January 2020
	Review D2	EM	16 - 23 January 2020
Draft 3	Submit final draft ER to OEV	TL	31 January 2020
	Review D3	EM	3 - 7 February 2020
	Seek final approval by OEV/D	OEV/DOE	10 - 14 February 2020
SER	Draft Summary Evaluation Report (SER)	EM	17 - 21 February 2020
	Seek OEV/DOE clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	24 - 28 February 2020
	OEV circulates the SER to WFP's Executive Management for comments (upon clearance from OEV's Director)	EM	2 - 13 March 2020
	OEV consolidates the comments on draft SER	EM	16 - 20 March 2020
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	April - May 2020
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	September - October 2020
	Presentation of Summary Evaluation Report to the EB	D/OEV	November 2020 with CSP
	Presentation of management response to the EB	D/RMP	November 2020

Note: TL=Team Leader; EM=Evaluation Manager; DOE= Director of Evaluation; OEV=Office of Evaluation.

RMP = Performance and Accountability Management

Annex 3: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country-level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft Evaluation Report (ER), and management response to the CSPE.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the importance of strategic shift of WFP's role in Indonesia in the WFP corporate and regional plans and strategies.	RBB will be key informants and interviewees during the main mission, provide comments on the draft Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on the Summary Evaluation Report and management responses to the CSPE.
WFP Divisions	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in an initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Indonesia's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2020 session to inform Board members about the performance and results of WFP activities in Indonesia.
B. External stakeholders		

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p>Affected population / (indirect) Beneficiary Groups</p> <p>disaggregated by gender and age groups (women, men, boys and girls), ethnicity, status groups (e.g. internally displaced people), primary school children, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP</p>	<p>As the ultimate recipients of food assistance supported by WFP through capacity development and technical advisory, (indirect) beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet school children and teachers.</p>
<p>UN Country Team: FAO, IAEA, ICAO, IFAD, ILO, IOM, ITU, UNAIDS, UNDP, UNEP, UNESCAP, UNESCO, UNFPA, UNHABITAT, UNHCR, UNIC, UNICEF, UNICRI, UNIDO, UNOCHA, UNODC, UNOPS, UNU, UNV, UNWOMEN, WHO</p> <p>Government-led clusters with Central Sulawesi Earthquake Response Plan assisted by UN (Logistics, Nutrition, Protection), Red Cross society and NGOs</p>	<p>UN agencies in Indonesia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and UNCT agencies have an interest in ensuring synergies that WFP activities are effective and aligned with their programmes and UNPDF to collective goals.</p> <p>WFP also has active technical collaboration with some other agencies, such as FAO, IOM, UNICEF, UNHCR, UNFPA and OCHA.</p> <p>WFP acted as lead agency for food security, logistics and emergency telecommunications clusters in Humanitarian Country Team.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in EPR, food security, knowledge sharing, nutrition, school feeding and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p>Other International Organizations: World Bank, Asian Development Bank, Indonesian Red Cross, IFRC, ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre).</p>	<p>WFP has a wide range of partnership with national/international organisations to provide technical assistance to government programmes. These partners in Indonesia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to coordination with UN/WFP.</p>	
<p>Donors</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>
<p>National Partners</p>		
<p>National government</p>	<p>The Government of Indonesia has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for coordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>the National Development Planning Agency</p>	<p>A key government partner signed the Country Programme Action Plan (CPAP) 2016-2020. WFP works to estimate food consumption patterns up until 2045 with FAO/IFA for the agency, a Cost of Diet Study, joint oversight of WFP's CSP</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
Food Security Agency (the Ministry of Agriculture)	WFP provided technical assistance and capacity strengthening focusing on data collection, analysis and early warnings for weather extremes and knowledge sharing.	Interviews both policy and technical levels and feedback sessions.
Bureau of Meteorology, Climatology and Geophysics, Ministry of Education and Culture	WFP provided technical assistance and capacity strengthening focusing on monitoring, data collection, analysis and early warnings for weather extremes.	Interviews both policy and technical levels and feedback sessions.
Ministry of Education and Culture	WFP's support for the national school meals programme	Interviews both policy and technical levels and feedback sessions.
Ministry of Social Affairs	WFP's support for capacity strengthening on disaster preparedness and response through 30,000 disaster response volunteers	Interviews both policy and technical levels and feedback sessions.
National Disaster Management Agency	WFP's technical support to establish a national network of humanitarian response facilities/logistics hubs.	Interviews both policy and technical levels and feedback sessions.
National Civil society	Collaborate with WFP's assisted programmes and also benefit from training and capacity development activities for food assistance	Interviews both policy and technical levels and feedback sessions.
Private sector partners	WFP partners to support government initiatives such as home-grown school feeding.	Interviews with a focal point in the private sector partner
Academics	WFP partners to support government initiatives such as research	Interviews with a focal point in academic organisations

Annex 4: Communication and learning plan

Internal Communications							
When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level or communication, e.g. strategic, operational	From whom Lead OEV staff with name/position + other OEV staff views	How Communication means	When	Why Purpose of communication
Preparation		CO, RB, HQ	Consultation	Mari Honjo EM	Consultations, meetings, email communications	Mar - Apr 2019	Review/feedback for information
TOR	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Mari Honjo EM+ S.Lenci , 2nd level QA	Emails Web	Apr - May 2019 May 2019	Review / feedback for information
HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Mari Honjo EM+ S.Lenci , 2nd level QA	email	June 2019 June 2019	Review / feedback for information
In-country - Field work debriefing	Aide-memoire/PPT	CO, RB, HQ	Operational	Mari Honjo, EM	Email, Meeting at HQ + teleconference w/ CO, RB and	Aug - Sep 2019	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	Do/D1 ER	CO, RB, HQ	Operational & Strategic	Mari Honjo EM+ S.Lenci , 2nd level QA	email	Oct - Nov 2019	Review / feedback
Learning Workshop in Jakarta	D1 ER	CO, RB	Operational & Strategic	Mari Honjo EM	Workshop	Dec 2019	Enable/facilitate a process of review and discussion of D1 ER
Evaluation Report	D2 - D3 ER	CO, RB, HQ	Strategic	Mari Honjo EM+ S.Lenci , 2nd level QA	email	Jan - Feb 2020	Review / feedback
Summary Evaluation Report	SER	CO, RB, HQ	Strategic	Mari Honjo EM+ S.Lenci , 2nd level QA	email	Feb - March 2020	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Mari Honjo EM+ S.Lenci , 2nd level QA	email	2020	Dissemination of evaluation
Throughout	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Mari Honjo EM+ S.Lenci , 2nd level QA, CPE Coordinator	Email, interactions	As needed	Information about linkage to CSPE Series

External Communications						
When Evaluation phase	What Communication product/ information	To whom Target group or individual	From whom Lead OEV staff with name/position + other OEV staff views	How Communication means	When	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	May 2019	Public information
Reporting	Final report (SER included) and Mgt Response	Public	OEV and RMP	Website	Website	Public information
Evaluation Brief	2-page evaluation brief	Board members and wider Public	OEV	Website	Nov 2020	Public information
EB Annual Session	SER	Board members	OEV & RMP	Formal presentation	Nov 2020	For EB consideration

Annex 5: Country Factsheet

	Indicator	Year	Value		Source
General	Population (total, millions)	2017	263,991,379		World Bank. WDI.
		2008	236,159,276		
	Average annual growth (%)	2015/2020 ^a	1.1		UNDP HDR 2018
		2005/2010	1.3		
Urban Population (% of total)	2017 ^b	54.7		UNDP HDR 2018	
Human Development Index	2017	0.694		UNDP HDR 2018	
	Rank	116			
Gender	Gender- Inequality index	2017	0.453		UNDP HDR 2018
		Rank	104		
	Maternal Mortality ratio (per 100,000 live births)	2015	126		UNDP HDR 2018
	Seats in national parliament (% female)	2017	47.4		UNDP HDR 2018
	Births attended by skilled health personnel (% of total)	2016	92.6		World Bank. WDI.
	Labour force participation rate (% ages 15 and older)	2017	F	M	UNDP HDR 2018
			50.7	81.8	
	Employment in agriculture, female (% of female employment)	2017	28.3%		World Bank. WDI.
		2008	41.4%		
Employment in agriculture, male (% of male employment)	2017	31.4%		World Bank. WDI.	
	2008	41.0%			
School enrolment, primary (% gross)	2017	103.45		World Bank. WDI.	
Economic	Income Gini Coefficient	2010-2017 ^c	39.5		UNDP HDR 2018
	GDP per capita (current US\$)	2017	3,847		World Bank. WDI.
	Foreign direct investment net inflows (% of GDP)	2017	2.11		World Bank. WDI.
		2008	1.83		
Net official development assistance received (% of GNI)	2017	0.02		World Bank. WDI.	
Poverty	Population living below \$1.90 a day (%) ^c	2006-2016	6.5		UNDP HDR 2018
	Population vulnerable to multidimensional poverty (%) ^{de}	2016	9.1		UNDP HDR 2018
	Population in severe multidimensional poverty (%) ^{de}	2016	1.2		UNDP HDR 2018
Nutrition	Undernutrition among children under five (weight/age -%)	2018	19.6		Riset Kesehatan Dasar (Riskesmas) 2018 ^f
	Stunting among children under five (height/age -%)	2018	30.8		Riset Kesehatan Dasar (Riskesmas) 2018 ^f
	Wasting among children under five (weight/height)	2018	10.2		Riset Kesehatan Dasar (Riskesmas) 2018 ^f
Health	< 5 mortality rate	1990	84		UNICEF SOWC 2017
		2016	26		
	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2015	320		UNICEF SOWC 2017
	Life expectancy at birth	2017	69.4		UNDP HDR 2018
	Estimated HIV Prevalence (Incidence : prevalence ratio)	2017	0.08 [0.07 - 0.09]		UNAIDS
Current health expenditure (% of GDP)	2015	3.3		UNDP HDR 2018	
Education	Literacy Rate Youth (15-24 y) (%)	2011-2016 ^c	M	F	UNICEF SOWC 2017
			100	100	
	Population with at least some secondary education, female, male (% ages 25 and older)	2010 -2017 ^c	F	M	UNDP HDR 2018
19.8			44.5		
Government expenditure on education (% of GDP)	2012-2017 ^c	3.6		UNDP HDR 2018	

Source: UNDP Human Development Indices (HDR) and Indicators: 2018 Statistical Update, UNDP HDR 2016, World Bank: <http://databank.worldbank.org/data/reports.aspx?source=world-development-indicators>, UNICEF the State of the World's Children 2017 (SOWC). Nutrition data is from the Ministry of Health, the Government of Indonesia.

Annex 6: WFP assistance in Indonesia (2015 – 2018)

a. WFP assistance timeline in Indonesia (2015-2018)

Operation	Time Frame	2015	2016	2017	2018	2019	2020	LEGEND Funding Level
CP 200245 Country Programme Indonesia 200245 (2012-2015)	January 2012 - February 2016	Req. US\$ 41,913,269 Rec: US\$ 16,312,777 Funded: 38.9%						> 75 %
CP 200914* Country Programme Indonesia 200914 (2016–2020)	March 2016- December 2020		Req. US\$ 14,775,336 Rec: US\$ 1,378,139 Funded: 9.3%					Between 50 % and 75 %
CSP ID1** Lebanon Country Strategic Plan	March 2017 -Dec 2020				Req. US\$ 12,946,113 Allocated: US\$ 7,008,863 Funded: 53.6%			Less than 50 %
Total food distributed (MT)		224	-	-	-			
Total Cash & Voucher distributed (US\$)		424,802	-	-	-	-	-	
Total Beneficiaries (actual)		54,152	-	-	-	-	-	

* Although CP 200914 end date in the project document was December 2020, it was taken over by CSP from March 2019.

** Data based on Resource Situation as of 9 April 2019

Note: Since 2016 (CP200914), Indonesia CO shifts its assistance focus to technical assistance. Hence there is no direct food/cash distribution nor food assistance beneficiaries.

• Requirements (Req.) and Received Contributions (Rec.) in US\$. For CSP, it is allocated contributions in US\$.

Source: WFP FACTORY (funding data), Standard Project Report & Annual Country Report

b. WFP Assistance Overview in Indonesia (2015-2018)

Programme	ID	Title	Timeframe	Direct Beneficiaries	US\$ Required	US\$ Received	% Funded	Project activities and Strategic Alignment	WFP Strategic Objectives
CP	200945	Country Programme Indonesia (2012 - 2015)	Jan 2012 - Feb 2016	417,000	41,913,269	16,312,777	39%	Strategic Alignment: Designed in accordance with the National Medium-Term Development Plan (2010–2014), the United Nations Partnership for Development Framework (2011–2015) and the Indonesia Climate Change Sectoral Road Map. Activity: Enhance national capacity to identify areas of food security and nutrition interventions, and periodically monitor the situation. Reinforce provincial capacities by prototyping provincial FSVAs and nutrition maps and by implementing food and nutrition security surveillance. Improve the knowledge base to enhance advocacy and response. Enhance national disaster-management institutions and systems (e.g. logistics and ETC). Reinforce provincial disaster preparedness and response institutions. Food for Assets to increasing resilience to the impacts of climate change. Innovative complementary feeding MCHN for children under 2 and PLW, supporting the national nutrition policy	2,4 & 5
CP	200914	Country Programme Indonesia (2016 - 2020)	Mar 2016 - Dec 2020	-	14,775,336	1,378,139	9%	Strategic Alignment: Aligned with WFP Strategic Plan (2014–2017) Objectives 1, 3 and 4 and SDG 2. It was designed in accordance with the United Nations Partnership for Development Framework and the strategic review of food security and nutrition. Activity: Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes. Promote balanced diets to address undernutrition and overweight. Improve the efficiency and nutrition impact of national social protection programmes and Enhance emergency preparedness and response through the establishment of an integrated network of logistics hubs.	1,3 & 4
CSP	ID01	Indonesia Country Strategic Plan	Mar 2017 - Dec 2020	-	12,993,673	7,008,864	54%	Strategic Alignment: Designed in accordance with the National Medium-Term Development Plan (2015–2019), Strategic Objective 1 & 2 of WFP's Strategic Plan (2017 - 2021), SDG 2 and 17, and the United Nations Partnership for Development Framework (2016–2020), based on the strategic review of food security and nutrition. Activity: Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes. Promote balanced diets to address undernutrition and overweight. Improve the efficiency and nutrition impact of national social protection programmes and Enhance emergency preparedness and response through the establishment of an integrated network of logistics hubs.	1 & 2

* Funding requirement is for entire DEV/CSP period.

** Note that DEV 200914 moved to CSP ID 01 as of March 2017.

* CSP ID01 Funding Data based on Resource Situation as of 8 April 2019.

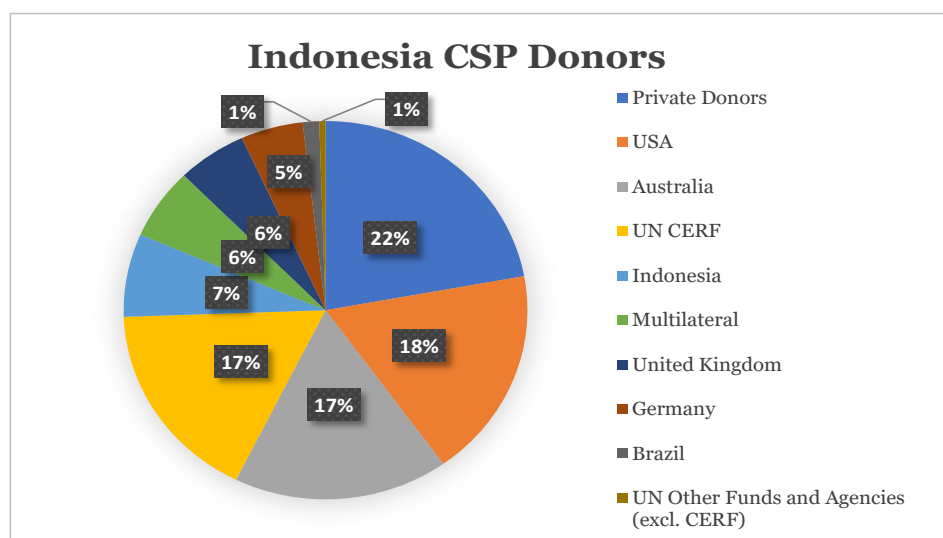
Sources: WFP Project Documents as of April 2019, WFP FACTORY (Funding Overview)

Annex 7: WFP Indonesia CSP Resourcing Situation and Donors

Indonesia CSP Funding Situation and Donors 2017 -April 2019

Needs Based Plan Requirement (US\$)	12,946,113
Donor	Cumulative Allocated Contributions (US\$)
Private Donors	1,550,595
USA	1,259,143
Australia	1,207,428
UN CERF	1,200,212
Indonesia	498,171
Multilateral	426,000
United Kingdom	390,176
Germany	350,000
Brazil	92,139
UN Other Funds and Agencies (excl. CERF)	35,000
Need Based Plan Funded:	7,008,864
% Needs Based Plan Funded:	54%
Shortfall (of Needs Based Plan):	5,937,249

Source: WFP FACTory, accessed on 9 April 2019



Source: WFP FACTory, accessed on 9 April 2019

Annex 8: E-library

Folder name / File name	Author	Date
0. Evaluation process		
Timeline & TOR	OEV	2019
1. Corporate Documents on Monitoring and Performance Management		
1.1 WFP Strategic Plan (2014-2017)		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013
2014 Management Results Framework (2014-2017) Brief	WFP	2014
2014 WFP Perf Management Policy (2014-2017)	WFP	2014
1.2 WFP Integrated Roadmap to Zero Hunger		
2016 Corporate Results Framework 2017-2021	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2016 Strategic Plan 2017-2021	WFP	2016
2017 Corporate Results Framework Indicator Compendium	WFP	2017
2017 Corporate Results Framework Indicator Compendium	WFP	2019
1.3 WFP Management Plans		
Management Plans 2013- 2018	WFP	2013-2018
2. WFP Policies & Strategic Plans & corporate docs		
2.1 Corporate Performance Management & monitoring		
2.1.1. Annual Performance Reports	WFP	2010-2017
2.1.2. WFP Zero Hunger Advocacy Framework	WFP	2015-2016
2.2. Access & Principles		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access	WFP	2006
Humanitarian Access - Operational Guidance Manual	WFP	2017
2.3 Emergencies and Transition		
2013 Peace building & transition setting policy.pdf	WFP	2013
2015 WFP OSZ Emergency and Transition Programming Framework	WFP	2015
Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
2017 WFP Emergency Preparedness Policy	WFP	2017
2.4 Protection & AAP		
WFP Humanitarian Protection policy & update		2012 & 2014
Protection Guidance	WFP	2013-2016
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
2015 Guide to Personal Data Protection and Privacy	WFP	2015
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
2.5. Gender		
Gender policy & Update	WFP	2015 & 2017
Gender Transformation Programme	WFP	2017
2.6. Anti-fraud and anti-corruption		
Anti-fraud and anti-corruption Policies	WFP	2015

2.7. Cash & Voucher		
Cash & voucher Policy & update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation	WFP	2014
WFP C&V Manual	WFP	2009 & 2014
2.8. Partnerships		
How to Work with WFP Handbook	WFP	2005
Field Level Agreements templates	WFP	2018
Partnerships Yearly Key facts and figures	WFP	2010-2015
WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
2.9 VAM Monitoring Assessments		
2009 EFSA Handbook	WFP	2009
2016 RBB Emergency Monitoring and Evaluation Package (EMEP).	WFP	2016
2017 Remote technology for Monitoring	WFP	2017
2.10 Risk Management		
Corporate Risk register - Circular & Summary	WFP	2012/2016
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
2.11 Security		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
2.12 Monitoring & Third-Party Monitoring		
Third Party Monitoring Guidelines	WFP	2014/2017
SOPs for ME Final	WFP	2013
Beneficiaries, Targeting and Distribution Guidance	WFP	2005/2012
Counting Beneficiaries in WFP	WFP	2012
Monitoring and Evaluation Guidance	WFP	2018
2.13 Nutrition		
Nutrition Policy	WFP	2012 & 2017
WFP Minimum Standards for Nutrition in Emergency Preparedness	WFP	2017
2.14 Resilience & Safety Net		
Social Net Policy	WFP	2012
Building Resilience for Food Security & Nutrition	WFP	2015
3. WFP Operation in Indonesia		
3.1 - Operations in Indonesia		
Project Documents and budget revisions of: DEV 200914/ CSP ID01	WFP	2016-2020
Annual Country Report/Standard Project Report	WFP	2016-2018
3.2 - VAM & Assessments		
Food Security and Vulnerability Atlas Indonesia	WFP	2015
Food Security Monitoring Bulletin Indonesia	WFP	2016-2018

Market Assessment in Central Sulawesi	WFP	2018
Model of Food Consumption Trends in Indonesia to 2025, 2045	WFP	2018
3.3 - Briefs, factsheets, dashboards, SIT REPs		
Indonesia Country Briefs	WFP	2017-2019
Sulawesi Earthquake Situation Report	WFP	2018
Sunda Strait Tsunami Situation Report	WFP	2018
Executive Briefs	WFP	2017
3.4 - Evaluations, Reviews, Audits		
2012 OEV Policy Evaluation School Feeding	WFP	2012
2015 OEV Policy Evaluation Capacity Development	WFP	2015
2015 OEV Synthesis on Emergency Preparedness and Response	WFP	2015
2014 Indonesia Country Portfolio Evaluation	WFP	2014
2017 OEV Synthesis Operation Evaluation Series -RBB	WFP	2017
Decentralised Evaluation Indonesia Local Food Based School Meal Programme	WFP	2016
Decentralised Evaluation MCHN Timor Tengah Selatan	WFP	2016
2018 OEV Strategic Evaluation WFP Support for Enhanced Resilience	WFP	2018
2018 OEV Strategic Evaluation Pilot Country Strategic Plans	WFP	2018
Endline Survey of School Meals (Pro-GAS)	WFP	2017
Cost of Diet Study Indonesia Report_version 2	WFP	2017
2019 Central Sulawesi After Action Review	WFP	2019
3.5 - Sectors/Working Groups		
Situation Update Sulawesi	WFP	2018
Logistics Cluster access map in Sulawesi	WFP	2018
4. External Documents		
4.1. - UNAgencies		
United Nations Partnership for Development Framework (UNPDF) 2016-2020	UNCT	2015
UNPDF Report 2016 -2017	UNCT	2018
2015_Women and Girls in Indonesia UNFPA	UNDP	2018
2015 UNDP Spotlight on Youth Indonesia	UNDP	2015
IFAD_Indonesia_Rural Empowerment and Agricultural Development EB-2017-120-R-11	IFAD	2016
SDG Indicators Indonesia Everychild 2030	UNICEF	2016
UNWOMEN Asia Pacific SDG-Report	UNWOMEN	2018
2018 FAO Factsheets	FAO	2018
4.2- National Strategies and policies		
Food Security Council Presidential Reg. 83_2006	Indonesian Government	2006
Disaster Management Law No 24 2007	Indonesian Government	2007
Food and Nutrition Security in Indonesia: A Strategic Review	WFP, SMERU Research Institute, UKP4	2015
2017 INDONESIA'S SDG Voluntary Review	Indonesian Government	2017

ASEAN Indonesia Master Plan Acceleration and Expansion of Indonesia Economic Development 2011-2025	DEZAN SHIRA & Associates	2011
Long-Term National Development Plan 2005-2025 (EN)	State Ministry of National Development Planning/ National Development Planning Agency	2007
Medium-Term Development Plan 2005-2009.pdf	Indonesian Government	2005
Medium-Term National Development Plan 2015-2019	Indonesian Government	2014
National Medium-Term Development Plan (RPJMN) 2015 - 2019 presentation	Indonesian Government	2015
4.3 - Others		
Towards Comprehensive, Integrated Social Assistance System	World Bank, Australian government	2016
Disaster Management Handbook Indonesia	Center for Excellence in Disaster Management & Humanitarian Assistance	2015
Summary of Indonesia's Poverty Analysis ADB	ADB	2015
Indonesia Social Assistance Reform Program Information Document	World Bank	2017
2018 Indonesia OECD Economic-Survey- overview	OECD	2017
5. Datasets		
Maps, SPR Data, COMET data, Funding Data, Food Price Data, World Bank Data	WFP/World Bank	2016-2018

Annex 9 : Indonesia Country Strategic Plan



World Food Programme

Executive Board

First Regular Session

Rome, 20–23 February 2017

Distribution: General
Date: 21 February 2017
Original: English

Agenda Item 7
WFP/EB.1/2017/7/3/Rev.2
Country Strategic Plans
For approval

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

Indonesia Country Strategic Plan (2017–2020)

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

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

Executive Summary

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

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

This Country Strategic Plan is based on a strategic review of food security and nutrition, incorporating feedback from the Government, civil society, the private sector and development partners. The Government, the strategic review and the country portfolio evaluation recommended that WFP focus on policy advice, capacity development and knowledge-sharing to support the Government's investments in food security, nutrition and emergency preparedness.

With the aim of reducing by 9 million the number of severely food-insecure people by 2020, this Country Strategic Plan will implement four activities to achieve three strategic outcomes:

- Strategic outcome 1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach:
 - Activity 1: Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes.

Focal points:

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- Strategic outcome 2: An increased percentage of Indonesian consumers adopt a more balanced diet, enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019:
 - Activity 2: Promote balanced diets to address undernutrition and overweight.
 - Activity 3: Improve the efficiency and nutrition impact of national social protection programmes.
- Strategic outcome 3: Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters:
 - Activity 4: Enhance emergency preparedness and response through the establishment of an integrated network of logistics hubs.

WFP will work with a wide range of actors to deliver these strategic outcomes. WFP's primary partner is the Government. It will also cooperate and coordinate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Children's Fund, the United Nations Secretary-General's Global Pulse data initiative, the Office for the Coordination of Humanitarian Affairs, the Scaling Up Nutrition movement, local and international civil society, the private sector, media organizations and the Association of Southeast Asian Nations Humanitarian Agency.

This Country Strategic Plan is aligned with Strategic Results 1 and 2 of WFP's Strategic Plan (2017–2021) and Sustainable Development Goals 2, End hunger, achieve food security and improved nutrition, and promote sustainable agriculture, and 17, Strengthen the means of implementation and revitalize the global partnership for sustainable development. It was designed in accordance with the United Nations Partnership for Development Framework (2016–2020) and has a gender marker code of 2A.

Draft decision*

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

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

1. Country Analysis

1.1 Country Context

1. Indonesia is a lower-middle-income country with a population of 250 million people.
2. Rapid economic growth over the past ten years has transformed the lives of millions of its people, but the benefits have not been enjoyed equally. Indonesia ranked 110th of 188 countries in the 2015 Human Development Index.¹
3. Net grants of official development assistance to Indonesia decreased from USD 1.4 billion in 2010 to USD 1.1 billion in 2015. The Government is working towards more equal partnerships with development partners; it has indicated that it will allocate counterpart funding to activities that address its development priorities and is seeking a legal mechanism for making direct contributions to United Nations programmes in Indonesia. A mid-term review will consider whether it is financially feasible for WFP to maintain its presence in the country.

1.2 Progress Towards SDG 2

Progress on each SDG 2 target

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

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

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

¹ United Nations Development Programme (UNDP).

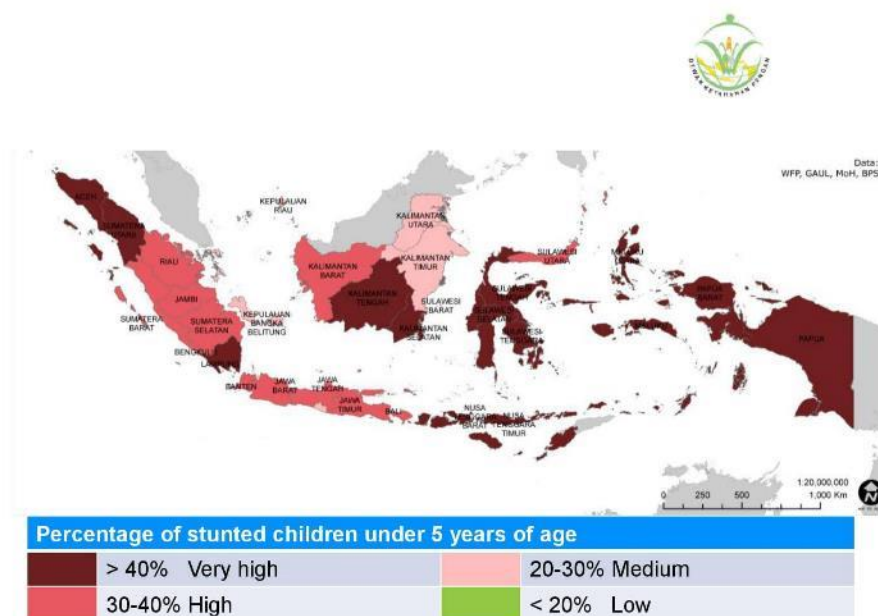
² International Food Policy Research Institute (IFPRI).

³ World Bank, Indonesia Economic Quarterly, October 2016.

10. In 2012, WFP and the Ministry of Health conducted a study on the cost of a nutritious diet. It showed that only 25 percent of households in Timor Tengah Selatan District could afford to meet their nutrition needs, compared with 80 percent in Surabaya in East Java. This underlines the country's uneven access to nutritious food.
11. A 2012 study by the Indonesian Bureau of Statistics found that while women-headed households represented only 14 percent of the population, they consistently gave greater attention to food security and nutrition, with higher consumption of calories and protein than in households headed by men.⁴ This finding suggests that the Government's conditional cash transfers to women could help to improve diets, food security and nutrition by increasing women's purchasing power within the household.

SDG 2.2: By 2030, end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutrition needs of adolescent girls, pregnant and lactating women, and older people.

Figure 1: Prevalence of stunting among children under 5 in Indonesia, 2013



12. According to the Global Nutrition Report,⁵ Indonesia is on track to meet the World Health Assembly target on exclusive breastfeeding. However, it is behind schedule on the targets related to stunting, wasting and overweight among children under 5.
13. The Ministry of Health's basic health survey revealed that the prevalence of stunting among children under 5 rose from 36.8 percent in 2007 to 37.2 percent in 2013 – 36.2 percent for girls and 38.1 percent for boys. Wasting decreased from 13.6 percent in 2007 to 12.1 percent in 2013 – 13.3 percent for boys and 11.5 percent for girls – but remains serious. At the same time, 12 percent of children under 5 were overweight and the percentage of people over 15 years of age who were overweight or obese increased steeply from 18.8 to 26.6 percent. Almost one quarter of women of reproductive age were anaemic.

⁴ Iiardjo, S.H. 2012. *A Gender Analysis of Food Security Statistics from Indonesia National Socioeconomic Survey 2011*. Asia and Pacific Commission on Agricultural Statistics 24th Session, Da Nang.

⁵ IFPRI. 2015. *Global Nutrition Report*. Nutrition Country Profile Indonesia: <http://ebrary.ifpri.org/utills/getfile/collection/p15738coll2/id/129815/filename/130026.pdf>

14. Even among the wealthiest quintile, 29 percent of children are stunted. Underweight is prevalent among children under 5 in all income groups; the prevalence of overweight and obesity among adults has increased in all income groups.
15. Malnutrition is prevalent everywhere but is worst in areas with limited infrastructure and access to schools, markets and hospitals. Households reliant on subsistence agriculture or living in slums with poor sanitation have the highest rates of malnutrition.
16. Food consumption is diversifying slowly: the national desirable dietary pattern⁶ score rose from 75.7 in 2009 to 81.4 in 2013. Over the last decade, the average proportion of income spent on food has decreased, but expenditures on processed foods have increased, reflecting the private sector's increasing importance in food security and nutrition. The increased consumption of processed food is partly a result of rapid urbanization and women's greater participation in the paid workforce – increasing from 27 percent of women in 2003 to 33 percent in 2013. Consumption of processed food is one of the factors associated with the rapid increase in obesity.

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

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

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

20. Indonesia's food systems are frequently disrupted by natural disasters. The country has experienced an average of one major disaster every month since the 2004 tsunami, including earthquakes, volcanic eruptions and tsunamis; climate change has increased the risk of floods, landslides, droughts and rising sea level. The Government has responded well to these challenges but aims to strengthen further its preparedness for and response to disasters to minimize their impact on food security and development.
21. Climate change is affecting rainfall patterns, which increases the risk of weather-related events and pest and crop disease. Farmers are likely to see changes in yields and productivity, which may undermine their resilience. Adaptive strategies and water management will become increasingly necessary.
22. Improved early warning systems for slow- and sudden-onset disasters, incentives for research and the development of crops resistant to a changing climate will help Indonesia to achieve this target.

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

Macroeconomic environment

23. Between 2000 and 2015, Indonesia's economy grew by an average of 5.3 percent per year to become the largest in Southeast Asia. In the face of a global downturn, in 2016 the country's economy proved more resilient than the economies of other countries reliant on commodities.
24. Indonesia's Gini coefficient rose from 0.31 in 2003 to 0.40 in 2016. In 2016, 28 million people lived in poverty – 10.9 percent of the population. Food price stability and social assistance programmes were among the chief determining factors of the decrease in poverty in 2016.⁷ Poverty rates among households headed by men fell faster and further than those in households headed by women.

Cross-sector linkages

25. Progress in human development has been slower than economic development. One third of Indonesia's population has no access to safe drinking water or sanitation, and this has impacts on nutrition.⁸
26. Indonesia is approaching its target of 100 percent enrolment in primary education, with 92 percent of boys and 93 percent of girls enrolled in 2012. Girls have significantly higher drop-out rates than boys, especially at the secondary level, and 4.8 million children – mostly girls of secondary school age – do not attend school. Reasons include early marriage and financial and cultural constraints.
27. Indonesia is seeking to achieve SDG 5 on gender equality through measures to empower women. Currently, Indonesia ranks 110th of 155 countries in the Gender Inequality Index.⁹ Maternal mortality, child marriage and unequal access to productive assets affect the nutrition and food security of the most vulnerable women, men, boys and girls. The maternal mortality rate has not declined as fast as other indicators, with 305 women dying for every 100,000 live births. Every year, nearly 500,000 teenagers give birth in Indonesia. High rates of anaemia and underweight among women and adolescent girls of reproductive age are associated with poor health of both mothers and infants.
28. Women represent 38 percent of the country's labour force: most rural women are employed as home-based workers, plantation workers or on family farms. Whether employed in the formal or informal sector, women earn on average 17 percent less than men. A 2012 WFP rapid gender assessment found that women have little control over assets and decision-making within households, including for food security and nutrition. Their lack of access to water, sanitation and energy increases this burden. Women also have less access to information and formal decision-making structures. They are poorly represented in farmer groups, whose members are chiefly men heads of household. Extension activities seldom include women, except for those focused on nutrition and family planning. Poor households headed by women – representing 12 million people – face greater risk of being affected by shocks.¹⁰

⁷ Central Bureau of Statistics.

⁸ Ministry of Health. 2014. Basic Health Survey, 2013.

⁹ UNDP. 2015. *Human Development Report: Work for Human Development. Briefing notes for Indonesia*. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/IDN.pdf

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

1.3 Gaps and Challenges Related to SDG 2

29. In 2014, WFP and the office of Indonesia's President commissioned a strategic review of food security and nutrition in the country: the Research Institute of the Social Monitoring and Early Response Unit (SMERU) identified seven gaps to be addressed:
- i) Misalignment between policy and programme design results in competition for limited resources and reduced effectiveness. Food self-sufficiency efforts, for example, focus on increasing staple food production without addressing food diversification and nutrition; nutrition policy concentrates on health services without making reference to food.
 - ii) Limited geographic coverage of interventions. Budgets for food and nutrition security are held by the ministries of agriculture, social affairs and health, and the National Disaster Management Agency. Between 2010 and 2013, the estimated budget allocation for food security and nutrition accounted for only 1.75 percent of the national budget, with resulting limitations on coverage; many programmes were still in the pilot phase or were implemented unevenly.
 - iii) Missed opportunities to address nutrition. National social protection programmes such as Rastra and the Family Hope Programme could simultaneously improve both households' access to food and social services if they were more nutrition-sensitive.
 - iv) Government officials, extension workers and the public have limited knowledge of food security and malnutrition, especially stunting. The small number of dedicated staff members and inadequate training impede the achievement of related targets.
 - v) Monitoring and evaluation mechanisms focus on administrative reporting but rarely measure impacts or improve programme implementation.
 - vi) Weak institutional arrangements for food and nutrition security make it difficult to hold institutions and leaders accountable across sectors and administrative entities.
 - vii) Insufficient focus on behaviour change and education. Communication is inadequate so communities and beneficiaries receive insufficient information, and awareness campaigns and training do not change their behaviours. The media have not been used enough for food and nutrition messaging.
30. The strategic review suggested six medium-term measures:
- i) establish institutions at the central and local levels with a mandate for food and nutrition security, and enforce accountability;
 - ii) increase the budget for food security and nutrition, and enhance the quantity and quality of service providers;
 - iii) make social safety nets and disaster response and preparedness sensitive to nutrition, and improve targeting and efficiency;
 - iv) prioritize vulnerable districts with programmes for the immediate alleviation of food and nutrition insecurity;
 - v) promote awareness-raising and education in all sectors of society; and
 - vi) create a system whereby communities and public- and private-sector organizations collaborate on joint projects.

1.4 Country Priorities

Government

31. Indonesia's National Medium-Term Development Plan (2015–2019) focuses on: i) human development, including nutrition; ii) primary sector development, including food sovereignty; and iii) poverty alleviation and development in remote areas. To achieve food sovereignty, the Government aims to: i) reinforce food security through increased production; ii) stabilize prices; iii) improve the quality of food consumption and nutrition by promoting balanced diets; iv) mitigate the effects of disasters on food security; and v) improve farmers' welfare.
32. The Food Law institutionalizes the right to food and the State's obligation to provide sufficient, safe and nutritionally balanced food for all people at all times. The 2007 Disaster Management Law establishes the right to assistance including food, health, water and sanitation in disasters. A 2013 Presidential Decree launched the Scaling Up Nutrition (SUN) movement involving 13 ministries. WFP, FAO, the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) support this effort.
33. The Food Security Council chaired by the President advises on policies governing food supply and distribution, reserves, diversification and quality. Food security policies focus on food production to achieve self-sufficiency. The State Logistics Agency aims to stabilize the price of rice and distribute subsidized rice to poor people. Input subsidies and import restrictions are intended to regulate the rice supply. Dietary diversity is increasingly recognized as important for health and nutrition.
34. Social protection is a government priority. Social assistance schemes related to food security and nutrition include:
 - the subsidized rice delivery programme Rastra, which enables 15.5 million households to purchase rice at below-market prices;
 - the Family Hope Programme, which provides conditional cash transfers to alleviate poverty and improve health and education outcomes – coverage is being scaled up to 6 million households;
 - the National Nutrition Programme for Schoolchildren, which provides meals for children enrolled in primary school and is being reintroduced with government funding; and
 - the Sustainable Home-Yard Food Garden Programme, which seeks to increase production of vegetables to improve dietary diversity in 6,894 villages.

United Nations and other development partners

35. The United Nations Partnership for Development Framework (UNPDF) for 2016–2020 supports the Government in: i) poverty reduction, equitable sustainable development, livelihoods and decent work; ii) equitable access to social services and social protection; iii) environmental sustainability and enhanced resilience to shocks; and iv) improved governance and equitable access to justice.
36. At the Government's request, the United Nations will provide policy advice, capacity development and knowledge-sharing.
37. The work of other United Nations agencies active in food security and nutrition, including FAO, IFAD, UNICEF and WHO, is aligned with the UNPDF. The World Bank and the Asian Development Bank also contribute to agriculture, rural development and nutrition.
38. WFP's Indonesia country office collaborates with FAO, IFAD, UNICEF, WHO and the Office for the Coordination of Humanitarian Affairs (OCHA). These agencies have been consulted to ensure that this Country Strategic Plan (CSP) complements their work and that there is no duplication of activities.

2. Strategic Implications for WFP

2.1 Lessons Learned

39. WFP has worked in Indonesia since 1964. From 2012 to 2015, it focused on developing national capacities in: i) mapping, monitoring and analysing food insecurity and vulnerability; ii) disaster risk reduction and adaptation to climate change; and iii) reducing undernutrition.
40. Lessons learned from previous programmes include the need to:
 - consult, partner and align with government policies and programmes;
 - allocate scarce resources to activities that enhance institutional capacities;
 - adapt to the changing requirements of the Government and partners; and
 - seek government and private-sector partnerships to achieve common objectives and improve the effectiveness and efficiency of WFP's response.

2.2 Opportunities for WFP

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

2.3 Strategic Changes

45. This CSP replaces country programme 200914 (2016–2020)¹¹ in line with the Policy on CSPs¹² and the financial structure outlined in the Financial Framework Review.¹³ It does not substantially differ from the country programme, which was approved by the Executive Board in February 2016 and was already based on the 2014 strategic review of food security and nutrition in Indonesia, the Government's National Medium-Term Development Plan (2015–2019) and the UNPDF (2016–2020).
46. Based on the strategic review, consultations with government and other partners and lessons learned from the country portfolio evaluation, WFP will no longer provide food assistance unless a Level 3 emergency leads to a request from the Government.
47. Instead, WFP will draw on its knowledge, experience and partnerships to provide policy advice, capacity development and knowledge-sharing. These activities will be embedded in government structures to achieve sustainable outcomes.

3. WFP's Strategic Orientation

3.1 Direction, Focus and Intended Impacts

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

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

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

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

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

¹¹ WFP/EB.1/2016/6/2.

¹² WFP/EB.2/2016/4-C/1/Rev.1*.

¹³ WFP/EB.2/2016/5-B/1/Rev.1.

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

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

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

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

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

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

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

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

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

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

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

Activity 2: Promote balanced diets to address undernutrition and overweight

69. Using the Transtheoretical Behaviour Change Model, information on balanced diets will be provided through the media, the entertainment industry, and women's and religious groups. Market research will ensure optimum messaging and media selection to target adolescent girls and mothers. Professional marketing expertise from the private sector will provide evidence-based approaches to change consumption habits. The campaign will use multiple communication channels including television, social media and the entertainment industry to encourage adolescents to adopt balanced diets.
70. To reinforce behaviour change, the campaign will be personalized through a mobile-based application. Data from the Ministry of Communication and Information state that in 2012, 80 percent of Indonesia's 82 million Internet users were between 15 and 19 years of age,¹⁵ and 51 percent were women or girls. There were 55 million smartphone users in Indonesia in 2015¹⁶ and by 2018, it is projected that there will be 100 million.¹⁵
71. In a country as diverse as Indonesia, unified messaging is important, but activities and local engagement will need to be tailored to specific demographic groups and regions. Communication channels could include cooking demonstrations and competitions in urban shopping malls, and outreach via women's and religious groups in remote areas. As more than 70 percent of girls aged 16–18 are still in school, engagement with educational institutions will also be important.
72. A gender-sensitive approach will be adopted considering the differing needs of boys and girls, women and men with regard to purchasing, preparing and consuming food.

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

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

¹⁵ <https://kominfo.go.id/>

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

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

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

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

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

¹⁷ World Bank. Indonesia Economic Quarterly, December 2015.

83. Strategic outcome 3 will contribute to WFP Strategic Objective 1 and Strategic Result 1, and to SDG 2 target 2.1.¹⁸

Output 3.1: National humanitarian supply network designed and operated

84. Indonesia's size and geography create significant logistical and operational challenges to emergency response. When disasters occur, response capacities are often stretched.
85. Indonesia's ranking in the Logistics Performance Index improved from 76th in 2010 to 53rd in 2014.¹⁹ However, multiple layers of bureaucracy and unreliable delivery systems are major challenges to operational efficiency.
86. Indonesia's Government seeks to reduce disaster risk and enhance disaster resilience. One of its strategies for achieving this vision is the establishment of a national network with six humanitarian response hubs – one on each major island – to reach affected people more quickly and efficiently.

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

87. At the request of the National Disaster Management Agency, WFP will advise on the design and location of six logistics hubs as part of the National Medium-Term Development Plan and will provide training and technical support for the management and technical teams of these hubs. It will also support the Government in designing a logistics master plan and advise on warehouse management, mobile storage and operational capacities, and transport. It will assist the National Disaster Management Agency and its provincial and district-level counterparts in assessing logistics capacities and establishing an inventory system for emergency equipment and relief items.
88. This activity will determine the most strategic location for each facility; develop design and technical specifications; install warehouse management and commodity tracking systems; develop national and sub-national capacity to run the hubs and respond to emergencies; and ensure that the hubs are effectively managed.
89. In line with its leadership of the global logistics and emergency telecommunications clusters, WFP will undertake emergency preparedness and response planning to ensure that it can support the Government's relief work in the event of a Level 3 emergency. It will continue to work with the humanitarian country team, NGOs and religious organizations to build capacities and preparedness.

3.3 Transition and Exit Strategies

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

¹⁸ By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

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

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

4. Implementation Arrangements

4.1 Beneficiary Analysis

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

Strategic outcome	Activity	Indirect beneficiaries (government targets)
1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach	1. Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes	9 million fewer people expected to be severely food-insecure
2: An increased percentage of Indonesian consumers adopt a more balanced diet, enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019	2: Promote balanced diets to address undernutrition and overweight	6 million adolescent girls
	3: Improve the efficiency and nutrition impact of national social protection programmes	15 million recipients of <i>Rastra</i> subsidized rice 6 million Family Hope Programme participants 100,000 school meal recipients in 2017
3: Indonesia's emergency logistics capacity will be upgraded to respond to disasters in a timely and coordinated manner	4: Enhance emergency preparedness and response through the establishment of an integrated network of logistics hubs	70 million Indonesians at high risk of natural disasters

4.2 Transfers

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

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

4.4 Country Office Capacity and Profile

104. This CSP builds on WFP's previous programmes, with enhanced involvement in capacity development at the national, provincial and district levels to be guided by an overall strategy.
105. WFP's country office will need to be flexible and able to respond to government needs as they arise in a context of rapid development. It will draw on expertise from Headquarters and the regional bureau as needed.
106. The country office staffing profile has been designed to ensure that staff are technically capable of engaging with government counterparts and the private sector.

4.5 Partnerships

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

²⁰ WFP/EB.A/2015/5-A.

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

109. Under strategic outcome 3, WFP will continue its collaboration with the National Disaster Management Agency at the national and provincial levels. Coordination with the humanitarian country team, OCHA, the Association of Southeast Asian Nations Humanitarian Agency and the Office of United States Foreign Disaster Assistance will minimize duplication. WFP will continue to support the logistics and emergency telecommunications clusters at the national and provincial levels, in collaboration with logistics and telecom industry associations.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

110. A baseline study and monitoring and evaluation mechanisms are being established to measure the effects of the CSP, incorporating the new Corporate Results Framework.²² The CSP will be adjusted as needed on the basis of evidence acquired during implementation.
111. The CSP will run from 2017 to 2020 in alignment with the 2015–2019 National Medium-Term Development Plan and the 2016–2020 UNPDF. A mid-term review will indicate required adjustments and whether sufficient funds are available.
112. The evaluation of WFP's country programme (2009–2013) found that corporate reporting mechanisms do not fully capture progress and achievements in capacity development. With support from the regional bureau and Headquarters, the country office and the Government are developing a plan for assessing the need for institutional capacity-development activities and for measuring long-term effects on national capacity.
113. Resources will be budgeted in the CSP for gender work, performance management, monitoring and evaluation. All efforts will be made to disaggregate data by gender.

5.2 Risk Management

Contextual, programmatic and institutional risks

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

²² WFP/EB.2/2016/4-B/1/Rev.1*.

Existing and planned risk management processes

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

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

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

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

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

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

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

Strategic outcome	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Total
1	641 112	780 906	767 497	825 168	3 014 683
2	1 130 411	1 331 273	1 292 133	1 391 263	5 145 080
3	1 044 129	1 245 995	1 236 887	1 306 898	4 833 910
TOTAL	2 815 652	3 358 175	3 296 518	3 523 329	12 993 673

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

6.2 Resourcing Outlook

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

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

6.3 Resource Mobilization Strategy

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

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

6.4 Prioritization Approach

126. The strategic outcomes and activities in this CSP have all been identified as priorities by the Government. As funds will be allocated by partner ministries, activities will be prioritized according to the availability of government funding. If any untied external funds become available, the strategic outcomes will be prioritized as follows:
- i) Strategic outcome 2: Malnutrition levels remain high and few people in the country consume a sufficiently balanced diet; this has direct impacts on Indonesia's ability to reach SDG 2. The Global Nutrition Report estimated that the cost-benefit ration for each Indonesian rupiah invested in nutrition was 1:48.
 - ii) Strategic outcome 1: The evidence generated in activity 1 underpins identification of the geographic areas and vulnerable groups with the greatest need, allowing greater precision in allocating resources.
 - iii) Strategic outcome 3: Faster, more effective emergency response can minimize the negative impacts of natural disasters on millions of Indonesians and the country's economy.

ANNEX I

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



Country: Indonesia

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

LOGICAL FRAMEWORK	
Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 1 <i>End hunger by protecting access to food</i>	
Strategic Result 1 <i>Everyone has access to food (SDG target 2.1)</i>	
National Medium-Term Development Plan policy directions and targets To achieve food sovereignty the Government aims to <i>inter alia</i> : improve the quality of food consumption and nutrition by promoting balanced diets; and mitigate the effects of disasters on food security. Disaster risk reduction in the National Medium-Term Development Plan includes: i) internalization of disaster risk reduction at the national and sub-national levels; ii) reduction in vulnerability to disasters; iii) increase in the disaster management capacities of the Government, local governments and civil society; this includes the development in each region of logistics hubs to enable access to remote areas.	
United Nations Partnership Development Framework outcomes	
Outcome 1: Poverty reduction, equitable sustainable development, livelihoods and decent work. Focus areas: i) agriculture, industrial development and food security; and ii) social protection for poverty reduction.	
Outcome 3: Environmental sustainability and enhanced resilience to shocks. Focus areas: i) climate change mitigation; ii) disaster management	
Strategic outcome 1 Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach	Alignment to outcome category 1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity 1.3.1 Zero Hunger Capacity Scorecard
Output 1.1 National and subnational food security and nutrition data collection and analysis systems enhanced <i>Contributes to SDG 17</i>	Alignment to output category C: Capacity development and technical support provided

LOGICAL FRAMEWORK

<i>Activity 1 Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes</i>	Alignment to activity category 12 Analysis, assessment and monitoring activities
Strategic Outcome 3 Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters.	Alignment to outcome category 1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity 1.3.2 Emergency Preparedness Capacity Index
Output 3.1 National humanitarian supply network enhanced	Alignment to output category C Capacity development and technical support provided
<i>Activity 4 Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.</i>	Alignment to activity category 11 Emergency preparedness activities
Strategic Goal 1 Support countries to achieve zero hunger	
Strategic Objective 2 Improve nutrition	
Strategic Result 2 No one suffers from malnutrition (SDG target 2.2)	
National Medium-Term Development Plan policy directions and targets To achieve food sovereignty the Government aims to <i>inter alia</i> : improve the quality of food consumption and nutrition by promoting balanced diets; and mitigate the effects of disasters on food security.	
United Nations Partnership Development Framework outcomes Outcome 2: Equitable access to social services and social protection. Focus areas: i) social protection – insurance, social security; ii) multi-sector response to malnutrition; and iii) education.	
Strategic outcome 2 An increased percentage of Indonesian consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019 Nutrition-sensitive	Alignment to outcome category 2.3 Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations 2.3.1 Zero Hunger Capacity Scorecard
Output 2.1 Tailored balanced diet promotional campaigns adequately delivered to targeted populations Contributes to SDG 3	Alignment to output category E Advocacy and education provided
<i>Activity 2 Promote balanced diets to address undernutrition and overweight</i>	Alignment to activity category 6 Malnutrition prevention activities

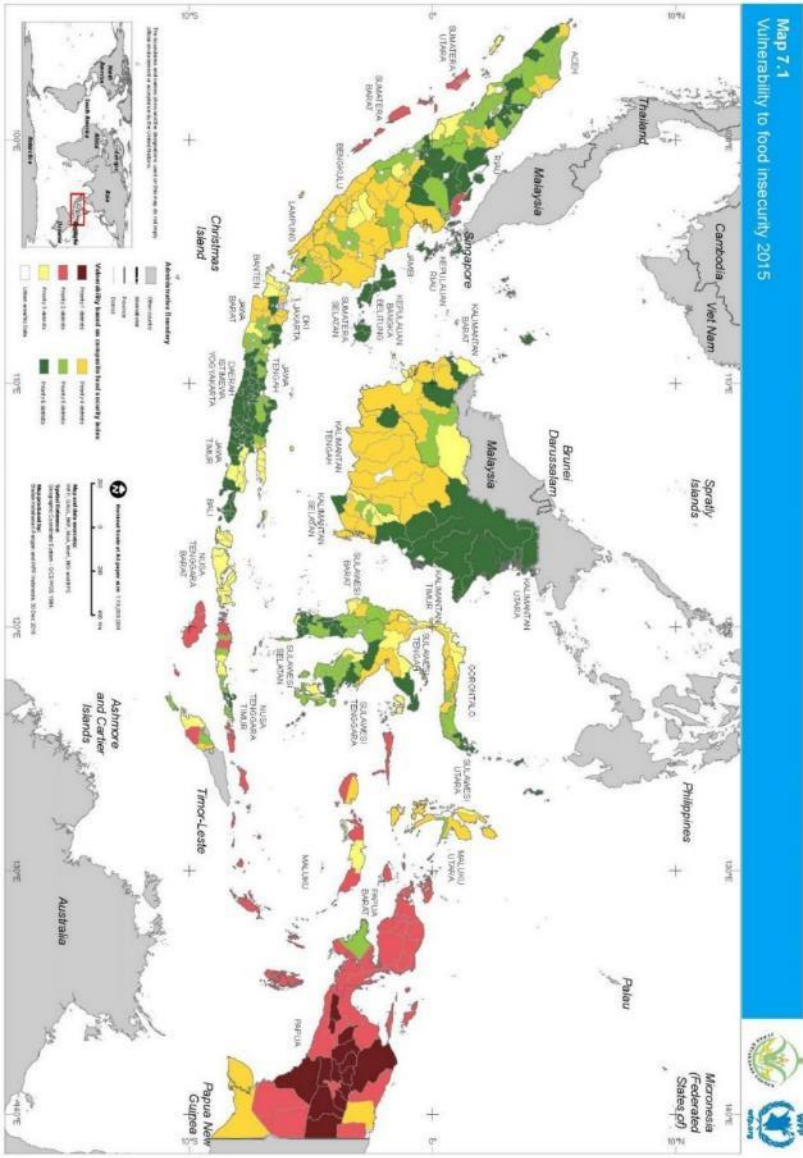
LOGICAL FRAMEWORK	
<p>Output 2.2: National social protection and school meal programmes designed to improve the nutrition status of recipients Contributes to SDG 1, 4, 10, 17</p>	<p><i>Alignment to output category</i> C. Capacity development and technical support provided</p>
<p><i>Activity 3 Improve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

ANNEX II

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

ANNEX III

Vulnerability to food insecurity in Indonesia, 2015



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

Acronyms Used in the Document

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

Annex 10: Template for Evaluation Matrix

Evaluation Question - text from TORs					
Sub questions	Dimensions of Analysis	Operational Component	Lines of inquiry and/or indicators (as appropriate)	Data source	Data collection technique
Evaluation sub-question – text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

Acronyms

CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GII	Gender Inequality Index
ICSP	Interim Country Strategic Plan
IRM	Integrated Road Map
IFRC	International Federation of the Red Cross
IDPs	Internally Displaced Person
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MOH	Ministry of Health
NGO	Non-Governmental Organization
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OEV	Office of Evaluation
RBB	WFP Bangkok Regional Bureau
RPJMN	National Medium-Term Development Plan
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNAIDS	United Nations AIDS
UNESCO	United Nations Education Scientific Cultural Organization
UNICEF	United Nation Children’s Fund
UNDP	United Nations Development Programme
UNHCR	United Nations Higher Commissioner for Refugees
UNPDF	Government – United Nations Partnership for Development Framework
WFP	World Food Programme