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# Evaluation of Indonesia WFP Country Strategic Plan 2017-2020

Evaluation Report  
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Programme

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## Disclaimer

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# Executive Summary

## INTRODUCTION

### Evaluation features

1. The Indonesia country strategic plan (CSP) evaluation was conducted between June 2019 and May 2020. In order to assess strategic and operational continuity, the evaluation covers WFP activities implemented from January 2016 to June 2019, assessing both the earlier Indonesia country programme (CP) (2016) and the CSP for 2017–2020. Through four main questions it assesses WFP’s strategic positioning and the extent to which WFP has made the strategic shift expected under the CSP; the CSP’s contribution to strategic outcomes; how efficiently the CSP was implemented; and the factors explaining WFP performance. This follows a country portfolio evaluation completed in 2014.
2. The evaluation was timed to provide evidence and lessons to inform the development of the next WFP CSP in Indonesia. The main users for this evaluation are the WFP Indonesia country office, the Regional Bureau for Asia and the Pacific, WFP headquarters technical divisions, the Government of Indonesia and other partners.
3. An independent external team undertook the evaluation using mixed methods, drawing on monitoring data, document review and semi-structured interviews with over 200 stakeholders at the national and local levels. Data collection, analysis and triangulation were carefully conducted to ensure the validity of findings and attention to confidentiality, gender and ethical considerations. The evaluation experienced some limitations in assessing the outcome of WFP capacity-strengthening activities due to gaps in indicators<sup>1</sup> and data and high turnover of stakeholders.

### Context

4. With a population of 263 million, Indonesia is the world’s largest island country, exposed to frequent natural disasters such as the recent earthquakes in Lombok and Sulawesi (2018) and a tsunami in the Sunda Strait (2018). Indonesia has been ranked as a middle-income country since 2010, although the rapid pace of economic growth has led to increased inequality and persistent geographical disparities in income, food security, education and gender equality, with 25.9 million persons living below the poverty line (USD 25/person/month).<sup>2</sup>

**TABLE 1: SOCIOECONOMIC INDICATORS**

Total population (1)	263 million
Life expectancy at birth (2)	69.4 years
Gross domestic product per capita (1)	USD 3 892
Human Development Index score (2)	0.707
Poverty level*	9.74%
Gender Inequality Index (2)	0.451
Prevalence of under 5 stunting <sup>3</sup>	30.8% (2017)
Income Gini coefficient (2)	38.1 (2017)

\* Overall Indonesia poverty rate (2018) 9.82% (1<sup>st</sup> semester) and 9.66% (2<sup>nd</sup> semester). Central Bureau of Statistics (2018): <https://www.bps.go.id/dynamictable/2016/08/18/1219/persentase-penduduk-miskin-menurut-provinsi-2007---2018.htm>

Sources: 1) World Bank World Development Indicators; 2) United Nations Development Programme Human Development Report – 2019. 2018 data unless noted.

<sup>1</sup> This includes corporate country capacity strengthening (CCS) indicators and a lack of outcome indicators in the CSP logical framework and policy change indicators for tracking evidence for CSP-inspired policy change or the degree of policy influence.

<sup>2</sup> World Bank. 2018. Country Profiles <https://www.worldbank.org/en/country/indonesia/overview>.

<sup>3</sup> United Nations Partnership for Development Framework, 2018 Annual Report. [https://www.un.or.id/component/bdthemes\\_shortcodes/?view=download&id=d171b369612cf3efbe9f5367bda75e](https://www.un.or.id/component/bdthemes_shortcodes/?view=download&id=d171b369612cf3efbe9f5367bda75e).

5. Indonesia faces food security and nutrition challenges, ranking 70th of 119 countries on the 2019 Global Hunger Index. While food availability has improved, access to, and utilization of, food remain problematic. An estimated 20.2 million people were undernourished in 2017,<sup>4</sup> with high levels of stunting in children under 5 and an increased prevalence of obesity in adults. The root causes of these nutrition patterns appear to be lack of knowledge of nutritious foods and poor dietary habits.<sup>5</sup> Low literacy levels of women were also correlated with poor child feeding practices.<sup>6</sup>

6. The Government of Indonesia has a strong national policy environment with regard to development, social assistance and health. Not all policies have translated into action at the local level, however; they have been impeded by the country's complex legislative hierarchy and a decentralization process that was started in 2000 to transfer a significant range of responsibilities, including responsibility for budget allocations, to regencies<sup>7</sup> and districts.<sup>8</sup>

7. The medium-term national development plan for 2015–2019 (RPJMN) drives the Government's commitment to achieving the Sustainable Development Goals (SDGs),<sup>9</sup> aiming to improve the quality of life and address inequality through community development; increased welfare benefits and the narrowing of income gaps; increased productivity of the middle and lower economic classes and poverty reduction; and increased development without environmental degradation.

8. The United Nations partnership development framework (UNPDF) for Indonesia is aligned with the RPJMN objectives and articulates United Nations support for the Government with regard to poverty reduction, equitable sustainable development, livelihoods and decent work; equitable access to social services and social protection; environmental sustainability and enhanced resilience to shocks; and improved governance and equitable access to justice.<sup>10</sup>

### WFP country strategic plan

9. The Indonesia CSP for 2017–2020 was one of the first pilot CSPs in WFP. It aimed to continue the earlier shift from direct food assistance to country capacity strengthening (CCS), focusing on three strategic outcomes: i) reduced severe food insecurity; ii) improved dietary patterns; and iii) upgraded national logistics capacity. Key areas of focus included policy advice, technical capacity development, and knowledge-sharing to support the Government's development plan (Figures 1 and 2).

<b>Figure 1: Line of Sight for CSP for 2017–2020</b>		
<b>Strategic Goal 1 (SDG 2)</b>		
<b>Support countries to achieve zero hunger</b>		
<b>Strategic Objective 1</b>		<b>Strategic Objective 2</b>
<b>End hunger by protecting access to food</b>		<b>Improve nutrition</b>
<b>Strategic Result 1 (SDG target 2.1)</b>		<b>Strategic Result 2 (SDG target 2.2)</b>
<b>Everyone has access to food</b>		<b>No one suffers from malnutrition</b>
<b>Outcome 1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and</b>	<b>Outcome 3: Indonesia's emergency logistics capacity will be upgraded to respond in a timely</b>	<b>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</b>

<sup>4</sup> Food and Agriculture Organization of the United Nations and others. 2018. *The State of Food Security and Nutrition in the World*. <http://www.fao.org/state-of-food-security-nutrition/2018/en/>.

<sup>5</sup> 2017 *Cost of Diet* study sponsored by WFP and the Ministry of National Development Planning (Bappenas).

<sup>6</sup> Ibid.

<sup>7</sup> A regency is an administrative division at the sub-provincial level.

<sup>8</sup> <https://www.adb.org/publications/government-decentralization-program-indonesia>.

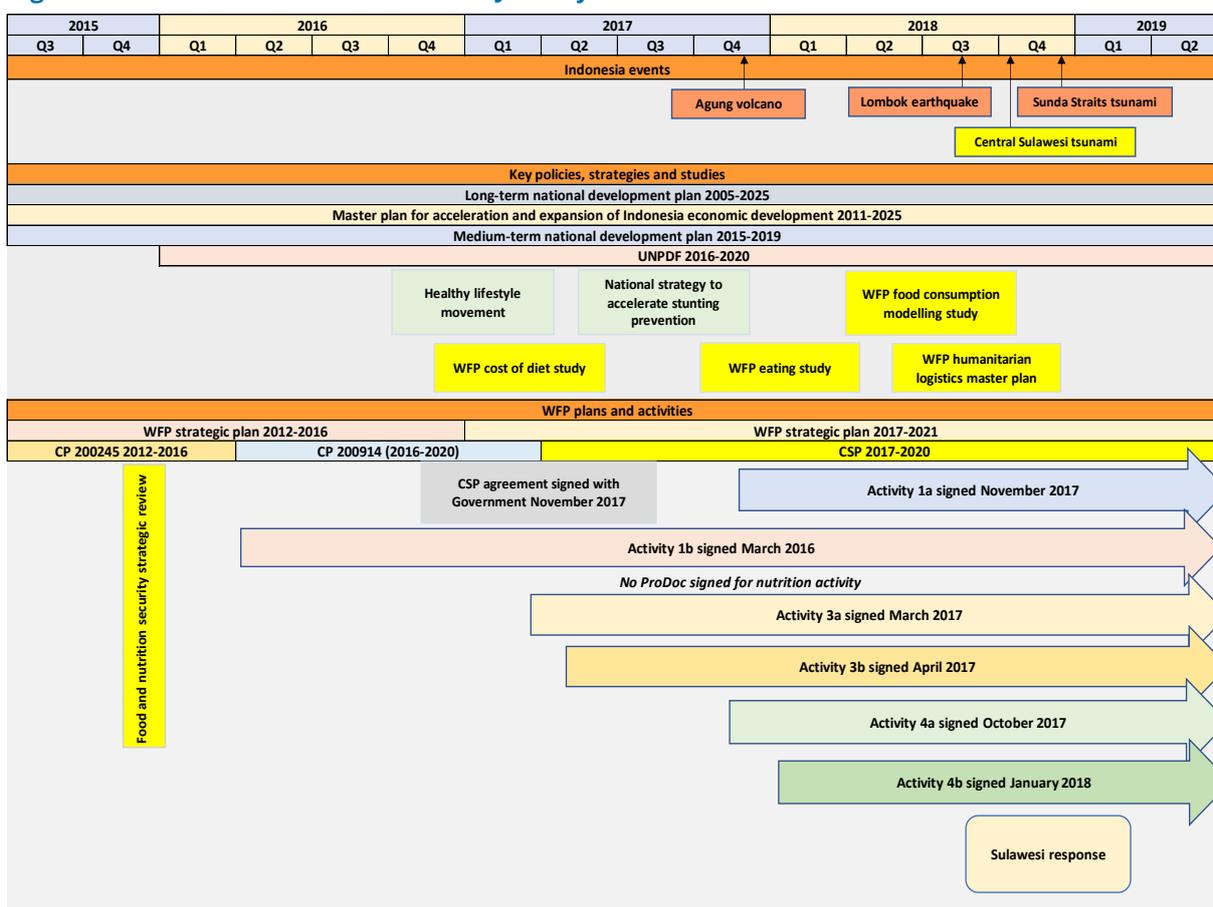
<sup>9</sup> Presidential Regulation No. 59/2017.

<sup>10</sup> UNPDF 2016–2020.

<b>regions using an evidence-based approach</b>	<b>and coordinated manner to disasters</b>		
<b>Output 1.1:</b> National and subnational food security and nutrition data collection and analysis systems enhanced	<b>Output 3.1:</b> National humanitarian supply network enhanced	<b>Output 2.1:</b> Tailored balanced diet promotional campaigns adequately delivered to targeted populations	<b>Output 2.2:</b> National social protection and school meal programmes designed to improve the nutrition status of recipients
<b>Activity 1:</b> Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes	<b>Activity 4:</b> Enhance national and subnational emergency preparedness and response through the establishment of an integrated network of logistics hubs	<b>Activity 2:</b> Promote balanced diets to address undernutrition and overweight	<b>Activity 3:</b> Improve the efficiency and nutritional impact of national school meals and social protection programmes

Source: WFP Indonesia CSP (2017–2020)

**Figure 2: WFP CP and CSP overview from January 2016 to mid-2019**



10. With a planned budget of USD 13 million, the CSP was funded only at 54 percent of total needs (table 2). Most of the funding for the CSP to date has come from private donors, the United States of America and Australia, followed by the United Nations Central Emergency Response Fund.

TABLE 2: WFP ASSISTANCE 2012–2018					
Programme	Timeframe	Number of direct beneficiaries	Funds required (USD million)	Funds received (USD million)	Percent funded
CP 200945	2012–2016	417 000	41.9	16.3	39
CP 200914	2016–2020	N/A	14.8	1.4	9
CSP 2017–2020	2017–2020	N/A	13.0	7.0	54

Source: CP and CSP documents, WFP funding overview as of 9 April 2019.

## EVALUATION FINDINGS

### To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?

#### *Relevance to national policies*

11. The CSP is aligned with the RPJMN and national policies related to food security and nutrition, as well as the UNPDF and the relevant SDGs.

#### *Address needs of the vulnerable*

12. All activities in the CSP address the needs of vulnerable people within the parameters of a CSP focused on capacity strengthening. Vulnerability analysis and mapping (VAM) has been used by WFP and the Government to improve the targeting of Government programming to the most vulnerable. WFP has indirectly contributed to supporting vulnerable populations in emergencies through its technical support for the National Disaster Management Agency and its contribution to the design of logistics hubs.

#### *Adaptation over time*

13. The CSP is relevant and overall evolved in a generally positive manner to adjust to emerging government priorities, while individual activities had varying degrees of success. Emergency preparedness and response (EPR) was the activity that was the most successfully adapted, followed by VAM, while school meals and nutrition did not adjust to changing government priorities as much as would be expected.

14. Nevertheless, WFP's influence on national discourse and policy development was limited by its initial strategic positioning. A capacity-strengthening approach in Indonesia requires a deep understanding of the government legislative structure and politically astute country office personnel with communications skills that allow them to engage with the Government effectively. These were lacking, and implementation of the CSP was influenced by approaches used in direct food assistance programming. WFP staff said that they would have appreciated more opportunities to discuss as a team the implications of a CSP approach at the design stage.

15. The potential to contribute to policy-level discussions on food security and nutrition was not fully exploited. Limitations in WFP knowledge management mechanisms, such as annual reports and logical frameworks, hampered the accurate reporting of achievements in analytical and communications products, as well as in discourse, and relationship building with government partners.

#### *Comparative advantage*

16. WFP's ability to play a coordinating and convening role among government ministries and partners was recognized by both WFP and government respondents as its primary comparative advantage, but the initial CSP strategic positioning did not explicitly reflect this.

#### *Alignment with United Nations partnerships*

17. Although WFP's primary point of contact is the Government, it forged partnerships with United Nations bodies including the Food and Agriculture Organization of the United Nations on a food security and vulnerability atlas (FSVA) and food security bulletins. The logistics cluster related to EPR was reactivated during the Sulawesi response and continues to be led by WFP.

## What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Indonesia?

### Outputs

18. VAM products were among the most appreciated accomplishments cited by government stakeholders. The Government sees the WFP food consumption modelling study<sup>11</sup> as providing important inputs for new government plans. The FSVA and the Vulnerability Analysis Monitoring Platform for the Impact of Regional Events (VAMPIRE) were important data sources for enhanced decision making on targeting, including the rollout of the national school meals programme and presidential instructions regarding food security and nutrition.

19. Over the CSP implementation period, VAM activities shifted from more direct subnational engagement to support for national-level systems. Despite some challenges in managing strategic relationships with line ministries, there is strong consensus among government respondents that WFP's work in VAM was relevant, and its continued strategic engagement in high-level policy development is expected. Climate change adaptation and the forecasting of slow onset disasters is a particularly important emergent theme raised by both government and WFP stakeholders.

20. A planned campaign on nutrition messaging was not implemented due to resource shortfalls, while some nutrition-related assistance was provided to the Government under the umbrella of social protection.

21. WFP provided technical support to the Ministry of Education and Culture for the national school meals programme (SMP – Progas), which expanded from four districts in 2016 to 64 districts in 2018. WFP invested considerable human and financial resources in the programme, resulting in significant enthusiasm and buy-in by schools. However, changes in government structure have led to a lack of support for the programme and a 50 percent budget reduction in 2019. Ultimately, Progas was implemented in fewer than 15 percent of all districts in the country, and only five districts allocated local budgets to support the programme.

22. Several adaptive social protection activities were suspended due to funding constraints. Of those conducted, the cost of diet study in 2017 was one of the most appreciated WFP studies and is a good example of how long-term technical studies can contribute to shaping government policy in social protection. On the other hand, despite WFP investments in government social protection training modules, technical expertise was lost due to the turnover of government personnel. This illustrates the limited ability of a single technical product to produce policy change.

23. WFP continues to build and invest in strategic partnerships with the Ministry of Social Affairs, including its participation in national-level cash/voucher technical working groups. There is clear potential for WFP to contribute to the application of e-vouchers in national social assistance programmes and in government-led emergency responses.

24. EPR activities have seen the greatest expansion during the current CSP cycle, from being solely focused on the establishment of six logistics hubs to active engagement in multiple smaller emergencies. The Sulawesi response marked a positive turning point in WFP's role; although it took some time, WFP became the lead agency for the coordination of international logistics, with the overall response being coordinated by the Association of Southeast Asian Nations Coordinating Centre for Humanitarian Assistance on Disaster Management. All stakeholders were uniformly positive regarding WFP's role in the response. There is an expectation that the logistics cluster will continue, with WFP playing a lead role to address gaps in the national emergency response system.

### Contribution to high-level results

25. **Strategic outcomes:** there has been substantive progress towards reducing food insecurity and some improvements in nutrition, as shown by proxy strategic outcome indicators developed by the evaluation team

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<sup>11</sup> WFP, Food and Agriculture Organization of the United Nations, Government of Australia and Indonesia Ministry of National Development Planning. 2018. *Modelling the Future of Indonesian Food Consumption*. <https://www.wfp.org/publications/2018-modeling-future-indonesia-food-consumption>.

(see table 3).<sup>12</sup> However, it is not possible to assess the degree of impact WFP has had on national-level indicators, and potential contributions may vary by activity as indicated below.

TABLE 3: CSP STRATEGIC OUTCOME PROXY INDICATORS			
Outcome indicators	2016	2018	Change
<b>Strategic outcome 1:</b> Percent of population rated food insecure	12.7	8.2	-4.5 ppt
<b>Strategic outcome 2:</b> Desirable dietary pattern	88	90.7	+2.7 ppt
<b>Strategic outcome 3:</b> (implied) Establishment of six logistics hubs	0	0	0

Source: UNPDF 2019 report. *Abbreviation:* ppt = percentage points.

26. **Capacity strengthening:** In the five CCS pathways (table 4), the greatest contributions of the CSP to capacity strengthening are in the individual and institutional domains and in the two pathways of stakeholder programme design, delivery, monitoring and evaluation and institutional effectiveness. Contributions in the enabling environment domain and the pathways of policy and legislation and strategic planning and financing were less significant.

TABLE 4: QUALITATIVE SUMMARY OF CAPACITY CONTRIBUTIONS BY CCS FRAMEWORK					
	Activity 1: VAM	Activity 2: Nutrition	Activity 3a: SMP	Activity 3b: Social protection	Activity 4: EPR
<b>Five pathways</b>					
Policy and legislation					
Institutional effectiveness and accountability					
Strategic planning and financing					
Stakeholder programme design, delivery, monitoring and evaluation					
Engagement of communities, civil society and private sector					
<b>Three domains</b>					
Individual					
Organizational (processes, structures, procedures)					
Enabling environment (policy and resourcing)					

Dark shading = significant alignment; Light shading = somewhat aligned; white = minimal alignment.

<sup>12</sup> Because the country office did not report outcome-level indicators prior to its 2019 annual country report, for purposes of the CSP evaluation the evaluation team developed proxy indicators based on the CSP outcome statement and the UNPDF indicators “Percent of Population rated Food Insecure” and “Desirable Dietary Pattern”. See also footnotes 1 and 16.

27. **Sustainable Development Goals:** National performance against the SDG 2 indicators has evolved positively since the inception of the CP and CSP.<sup>13</sup> It is likely that WFP has contributed significantly through VAM and EPR activities to Strategic Result 1 – SDG Target 2.1 and to a lesser degree to Strategic Result 2 – SDG Target 2.2 through nutrition, social protection and the school meals programme.

28. The scale of WFP programming in Indonesia is quite small in comparison to the size of the country and the capacity of the Government, and there are many other actors contributing to the country's progress. What can be inferred is that WFP contributions are aligned and positive, even if they are not quantifiable. Qualitatively, stakeholders see WFP as contributing more significantly to food security and emergency preparedness than to nutrition.

#### *Gender*

29. The country office has integrated gender considerations into its CCS activities, but this has not been a point of priority in the CSP. While there is no gender-specific indicator in the CSP logical framework, each individual activity did include some element of gender mainstreaming, including sex-disaggregation of data in government data collection platforms, advocacy for the involvement of local-level women's welfare associations in the Progas programme; the integration of gender considerations and sensitivity into a Ministry of Social Affairs study on resilient village committees; and planning for the recruitment of women volunteers for government-managed emergency response.

#### *Protection and accountability to affected populations*

30. Protection considerations and accountability to affected populations were also considered within a CCS approach, although they are less relevant than they are in direct food assistance programming. Protection elements are most visible in the SMP and EPR programme support that involved interaction with specific affected populations. Schools were aware of the complaint mechanism, and WFP organized training on gender-based violence in emergencies and the prevention of sexual exploitation and abuse during the Sulawesi response. Subnational actors appreciated the support of WFP in integrating accountability and protection issues into the coordination of logistics and the management of the distribution of aid.

#### *Sustainability*

31. The Government programmes supported by WFP showed potential for sustainability in the areas of technical capacity development, systems development and policy framework, and strategic integration. Specific components within the WFP-supported programmes such as school feeding and the nutrition campaign may not have sufficient ownership or be supported by the appropriate level of Government to be sustainable. This has resourcing implications since ownership links to budget allocations within ministries. The turnover of both WFP and Government personnel created greater challenges for sustainability and negatively affected the ability to engage in sustained policy discourse.

32. The decentralization of Government systems has been a cross-cutting challenge, both in terms of allocating local budgets and cascading the effects of national capacity strengthening to subnational stakeholders. The involvement of the Ministry of Home Affairs is crucial for the achievement of sustainable multisectoral programming at subnational levels but has been largely absent from WFP agreements.

### **To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?**

33. The evaluation faced some challenges in assessing resource efficiency given the nature of the CSP (pure capacity strengthening) and limitations on data collection.

#### *Timeliness and responsiveness*

34. The completion of planned activities under the CSP was timely. At the same time, WFP's responsiveness to emergent opportunities was generally well-received but was at times slow, taking sometimes up to two years from initial government request to delivery of technical assistance.

35. Synchronizing the timing of WFP plans with those of government counterparts was a challenge. For example, government plans and the budget for 2019 were finalized by March 2018, while WFP finalized its

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<sup>13</sup> <https://sustainabledevelopment.un.org/memberstates/indonesia>.

equivalent plans in January 2019. This misalignment in planning affected efficiency and exposed WFP to potential reputational risk. The Government perceived WFP requests as coming late in its planning calendar, while WFP considered that Government requests often came at a time when WFP lacked funding to respond.

#### *Resource efficiency and alternative measures*

36. Capacity-strengthening approaches could potentially be considered more cost-efficient in terms of the number of indirect beneficiaries reached through Government programmes. While there has been no concrete evidence found during the evaluation to assess the overall cost-efficiency of delivering assistance, the CSP budget mechanism allows for relatively good cost-efficiency, flexibility and clarity for forecasting, with two important exceptions: the difficulty of moving budget lines between the various activities and the earmarking of funding at the activity level, notably for school meals programming and the Sulawesi emergency response, which limited flexibility in responding to emergent requests or shifts in context.

#### **What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected under the CSP?**

##### *Use of existing evidence*

37. The CSP was informed by a 2015 strategic review, and most of the review recommendations were integrated into its design. The shift to climate change adaptation changed to a more general focus on food security due to limited capacity in the country office at the time. Other evidence such as a WFP 2014 Indonesia country portfolio evaluation, a 2015 summary of Indonesia's poverty analysis; and a Systems Approach for Better Education Results analysis were also referred to by the country office at the CSP design stage.

##### *Resource mobilization*

38. Although the CSP is 54 percent funded overall,<sup>14</sup> the level of funding for CSP capacity-strengthening activities is closer to 35 percent if the Sulawesi response funds are extracted from overall income.<sup>15</sup> Despite extensive efforts by the country office, the anticipated funding from the Government has not yet materialized and the primary bilateral donors have drastically reduced their support.

39. To adapt to this funding shortfall, the country office adjusted the direction of programming; eliminated higher level WFP positions; and kept WFP national staff on short-term service contracts. A staff re-structuring exercise affected staff morale and a lack of investment in staff training may also have affected WFP's ability to engage in policy-level discourse with the Government.

40. Ways to obtain Government funding will be strategically important for the next CSP. Existing WFP corporate mechanisms and existing donor interests do not fit well with the CSP, focused as it is on CCS.

##### *Partnerships and coordination*

41. WFP has built a wide range of diverse relationships with multiple government entities (table 5). However, there is relatively limited inter-activity coordination and a tendency to compartmentalize rather than to seek strategic connections across CSP activities to build synergies. Government stakeholders also found the current WFP practice of signing agreements with individual line ministries to be less than optimally effective and this has limited WFP's ability to facilitate strategic linkages between line ministries.

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<sup>14</sup> CSP resource situation as of 9 June 2019.

<sup>15</sup> Distribution contribution and forecast statistics, 23 June 2019.

TABLE 5: GOVERNMENT PARTNERSHIPS BY ACTIVITY (NATIONAL-LEVEL ONLY)				
Entity	Activity 1: VAM	Activity 2: Nutrition	Activity 3: Social protection	Activity 4: EPR
Ministry of National Development Planning				
Coordinating Ministry for Human Development and Cultural Affairs				
President's Office				
Ministry of Agriculture				
Ministry of Education and Culture				
Ministry of Health				
Ministry of Social Affairs				
Meteorological, Climatological and Geophysics Agency				
Food Security Agency				
National Board for Disaster Management (BNPB)				

Shaded = yes; unshaded = no.

42. Government respondents perceive that WFP currently has the best relationships at the technical and operational levels. At the same time, senior government officials would expect WFP to play a greater and more strategic role in national policy discourse, but the current predominance of project-based resourcing and the relative lack of more flexible funding limits the ability of the country office to do so.

43. Private sector partnerships were successful in the CSP. Good examples of technical and financial partnerships with Cargill observed in connection with SMP programming as well as a range of private sector partnerships in the Sulawesi response represent a possibility for further expansion in the next CSP cycle.

44. The capacity strengthening focused CSP for Indonesia highlights the need for staff at all levels to have the skills to engage in policy discourse, development arenas and strategic communication. This is a prerequisite for building strategic partnerships and requires investment in the professional development of staff, especially national staff. However, there is a lack of corporate resources for such staff capacity enhancement.

#### *Additional factors for consideration*

45. There are currently multiple parallel strategic planning processes under way in Indonesia in addition to the WFP CSP design process, in which WFP must invest its limited staff resources. While it is synchronized with the United Nations sustainable development cooperation framework (UNSDCF) cycle, the timing of the new CSP design is still out of sync with the development of the next medium-term national development plan and donor strategic plans, which has potential implications for future funding. WFP should therefore engage deeply in dialogue with government agencies as they develop their frameworks.

## CONCLUSIONS

46. The CSP has achieved positive results despite being implemented for only a few years with limited resources and facing implementation challenges.

47. The CSP is coherent with policies of the Government of Indonesia, United Nations frameworks and WFP strategic priorities and has the potential to contribute to shaping the policy direction of the Government.

The discrete CSP activities are appropriate responses to the needs of the poor and the most vulnerable people of Indonesia.

48. WFP's strategic position has been flexible in terms of responding to ad hoc requests and making needed adjustments. During CSP implementation, several new activities were added under the CSP umbrella, each with its own relationships. Individually, each of the new initiatives was appropriate and relevant. Collectively, their broad array of specific relationships across a range of themes and ministries dispersed energy and resource investment, which led to consequent challenges in WFP's effort to play a role in policy development. By forging high-level strategic connections, WFP would promote strategic analysis that would bring it closer to achieving the zero hunger commitment.

49. WFP is viewed by external stakeholders including the Government as an organization with technical expertise in emergency response, food security and nutrition. Hence, there is potential for WFP to engage holistically with multiple sectors within these areas of expertise. The changes in perspectives and relationships for WFP after direct coordination of the Sulawesi response suggest that there may still be a role for WFP's direct engagement in areas beyond EPR, where appropriate, even if the CSP focuses solely on government capacity strengthening.

50. WFP has contributed to the achievement of high-level outcomes, and there is an interest by the Government in continued WFP support. Building on its recognized technical expertise, with adequate funding and staff WFP could maximize its comparative advantage by bringing in international knowledge and playing a coordinating and convening role.

51. Gender and protection considerations remain relevant to the CSP with its capacity-strengthening approach. WFP's primary contribution to these issues has been in further nuancing and supporting sensitization towards gender and vulnerable populations during data collection, analysis and response and implementation of government activities.

52. The sustainability of WFP support largely depends on Government management and commitment. Those Government systems and programmes that have benefitted from WFP support are likely to be sustained, while high turnover of Government staff and decentralization of Government systems remain as potential threats to sustainability.

53. It is a challenge to assess cost-efficiency of the CSP since it is focused on CCS. While the CSP is aligned with the UNPDF and the UNSDCF, the lack of synchronization with Government workplans and budget calendars prevented WFP from influencing national and ministerial policy or being integrated into official planning, which was necessary to align implementation of activities and cost sharing support.

54. The implications of this type of CCS focused CSP, which was relatively new to WFP and the Government, had not been fully identified prior to its design. Elements such as staff profiles and capacities, flexible funding, alignment with Government systems and the arrangement of agreements would need to be adjusted to maximize the potential of this type of approach.

55. Funding shortfalls resulted in multiple cost-adjustment measures that influenced the staffing structure and programme focus. This in turn influenced WFP's ability to expand the high-level technical and communication expertise required for policy engagement. WFP may need to develop a different approach to funding not tied to specific activities in order to play a cross-functional CCS role.

56. The CCS approach in the Indonesia CSP requires expertise that goes beyond technical expertise in a particular field. This includes substantive political astuteness and communications expertise across all levels of staff, together with sensitivity to Government processes and protocols. The country office does not yet have sufficient human resource capacity to engage in policy development or discourse, nor are there sufficient corporate mechanisms or resources available to support it.

57. Multiple planning processes and lack of a corporate knowledge management system for capturing the investment and effort required for policy input and strategic relationship building<sup>16</sup> also limited the country office's ability to carry out evidence-based reflection on strategic outcomes or to engage in strategic intersectoral coordination against high-level SDGs, which limited its visibility in the policy arena.

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<sup>16</sup> It is noted that there is a new set of corporate tracking indicators being developed for CCS-focused CSPs, but these were not in use during the period under review.

58. A particular need for the next CSP will be to make the adjustments required to effectively engage in national policy discourse, to maintain the ability to respond flexibly to emergent requests and to better align WFP systems, calendars and timing with those of the Government.

59. The evaluation team finds that there is great potential that the learning derived from the CSP implementation in Indonesia can be used not only by the Indonesia country office and the Government of Indonesia but also to inform global WFP capacity-strengthening corporate frameworks, administrative systems and strategic approaches in order to maximize WFP potential to implement capacity strengthening focused CSP approaches in middle-income countries.

## **RECOMMENDATIONS**

60. The bulk of the recommendations involve strengthening the relationship building and communication components of the CCS-focused CSP in Indonesia. While many of these recommendations focus on the management and functioning of the CSP itself, additional considerations touch on corporate processes or structures, some at the overall United Nations level in a country. These corporate factors lie beyond the scope of the evaluation mandate but it is hoped that they can contribute to future evaluations and learning

No.	Recommendation	Type	Who	Level of prioritization	When
1	<p><b>Strategic direction:</b> As part of CSP design, WFP should build on successes and consider the development of the following strategic directions:</p> <p>continue to emphasize VAM support through VAMPIRE and FSVA enhancements;</p> <p>expand the scope of EPR beyond logistics and supply chain to areas such as resilience in villages, disaster committees, social protection programming in emergencies and emergency assessments;</p> <p>Prioritize a multisectoral objective that targets slow onset drought and climate change adaptation, which could include food security forecasting, internally displaced person (IDP) forecasting, social programming for IDPs and social programming in emergencies;</p> <p>Explore, in collaboration with the Government, possible and appropriate modes of direct engagement in the areas where WFP can exercise its technical comparative advantages to support the Government.</p>	Strategic	Country office, supported by headquarters (Programme – Humanitarian and Development Division (PRO); Research, Assessment & Monitoring Division (RAM); Climate and Disaster Risk Reduction Programmes Unit (OSZIR); Technical Assistance and Country Capacity Strengthening Service (OSZI); Emergency Operations Division (EME) and the Regional Bureau for Asia and the Pacific	High	Within 12 months

No.	Recommendation	Type	Who	Level of prioritization	When
2	<p><b>Partnership/engagement:</b> As part of the new CSP design, WFP should develop a systematic and in-depth analysis and review of its existing network of relationships with partner ministries and agencies, including:</p> <ul style="list-style-type: none"> <li>identification and mapping of interest groups and their positions, allies and representatives in targeted ministries and agencies;</li> <li>an assessment of the quality of the technical, operational and strategic dimensions of relationships;</li> <li>a network analysis to identify points of intersection and collaboration;</li> <li>a gap analysis to identify new ministries, agencies and interests that are not yet part of WFP relationships but should be; and</li> <li>in-depth analysis of policy gaps and reforms required by the Government to achieve SDG 2.</li> </ul>	Strategic	Country office, supported by headquarters (PRO and OSZI) and the regional bureau	High	Within 12 months

No.	Recommendation	Type	Who	Level of prioritization	When
3	<p><b>Direct engagement:</b> WFP should consider additional office and organizational modifications in human resources to maximize its potential for policy input engagement. To that end, among other things, it should:</p> <ul style="list-style-type: none"> <li>conduct an in-depth analysis of country office internal capacity to identify current skills and aptitudes for necessary roles for the new CSP and establish a senior level policy input communication advisor role within the country office;</li> <li>consider staffing profiles based on the existing corporate CCS terms of reference and ensure that the staff in those positions have the appropriate skills for policy inputs and astute policy communication;</li> <li>conduct re-training for all staff on skills required for cultivating relationships in policy input;</li> <li>recruit and retain an increasing number of policy communication and analysis experts;</li> <li>develop peer-to-peer horizontal learning groups on CCS;</li> <li>establish partnerships with highly knowledgeable and well-respected academics to help WFP better position itself in advocating policy development and reform; and,</li> <li>strengthen regional bureau capacity for CCS and policy input communication by identifying a resource person to support programming and analysis related to the national legislative landscape, policy and implementation or strategic communication at policy fora.</li> </ul>	Operational	Country office, supported by headquarters (PRO, OSZI and the Human Resources Division (HRM) and the regional bureau))	High	Within 18 months

No.	Recommendation	Type	Who	Level of prioritization	When
4	<p><b>Legal agreements:</b> WFP should consult with relevant Government entities regarding the operationalization of lessons learned from the CSP that will help it to engage better with Government, including:</p> <ul style="list-style-type: none"> <li>exploring opportunities for signing technical agreements with the Government (ProDocs) at the level of the Ministry of National Development Planning, especially for multisectoral activities;</li> <li>establish relationships and agreements with the Ministry of Home Affairs for all activities – including the inclusion of the ministry in ProDocs signed at the Ministry of National Development Planning to promote cascade effects from the national to subnational levels;</li> <li>organize a Government collaboration process on identifying challenges to the synchronization of workplans, budgeting and resourcing systems and processes to allow for better integration.</li> </ul>	Operational	Country office, supported by headquarters (PRO and OSZI) and the regional bureau	High	Within 6–12 months



No.	Recommendation	Type	Who	Level of prioritization	When
7	<p>Resource mobilization:</p> <p>Given the importance of Government funding for future CSP work in the country, to inform the next CSP cycle WFP should identify guidance protocols for securing Government funding within a CSP focused on CCS as part of a larger resource mobilization strategy that includes traditional and private sector funding.</p> <p>To support this approach and Government funding focus, WFP headquarters should develop a lessons learned exercise, including:</p> <ul style="list-style-type: none"> <li>integrating a multi-country lessons learned review of WFP experiences with Government financing, including an in-depth analysis of policy structures, budgeting frameworks and timing mechanisms that may present barriers to implementation;</li> <li>convening peer exchanges for WFP staff from similar capacity strengthening country offices for horizontal learning;</li> <li>convening government stakeholder consultations with multiple countries, where possible, to assess challenges and opportunities for this type of WFP relationship.</li> </ul>	Operational	<p>Country office, supported by headquarters (PRO, OSZI, the Public Partnerships and Resourcing Division (PPR) and CPP) and the regional bureau.</p> <p>Headquarters (Partnerships and Advocacy Department (PA) – Strategic Partnerships Division (STR) PPR, supported by PRO, OSZI and CPP)</p> <p>Headquarters (STR)</p> <p>Headquarters ( PA – STR, PPR, supported by PRO, OSZI and CPP)</p>	Low	<p>Within 12 months</p> <p>Within 27 months</p>

# 1. Introduction

## 1.1. EVALUATION FEATURES

### 1.1.1. Introduction

1. Country strategic plans (CSPs) encompass the entirety of WFP activities in a country during a specific period. This country strategic plan evaluation assesses WFP contributions to the country strategic plan's strategic outcomes in Indonesia, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences. The current Indonesia country strategic plan is slated to continue until December 2020. The timing of this evaluation serves to inform discussions on the future of WFP engagement in Indonesia and the contents of the subsequent country strategic plan to be presented to the WFP Executive Board in November 2020.

2. This evaluation is commissioned by the WFP Office of Evaluation (OEV). The evaluation serves the dual and mutually reinforcing objectives of accountability (performance and results of the operation) and learning (the reasons why certain results did or did not occur). It was designed to respond to the key evaluation questions outlined in the terms of reference (ToR) (Annex 1) and developed further in the evaluation matrix (Annex 3). The four key evaluation questions are:

- 1) To what extent is **the strategic position**, role, and specific contribution of WFP based on the country's priorities and people's needs as well as WFP strengths?
- 2) What is the **extent and quality** of the specific contribution by WFP to country strategic plan strategic outcomes in Indonesia?
- 3) To what extent has WFP used its **resources efficiently** in contributing to country strategic plan outputs and strategic outcomes?
- 4) What **factors explain WFP performance** and the extent to which it has made the strategic shifts expected in the country strategic plan?

3. The evaluation covers the period from January 2016 to mid-June 2019, reviewing the country programme (CP) for Indonesia (CP 200914, 2016), which was later restructured as a country strategic plan in 2017 (for 2017-2020).

4. The main users for this evaluation are the WFP Indonesia country office (CO) and its stakeholders, including the regional bureau in Bangkok (RBB), headquarters technical divisions, the Government of Indonesia, and other partners. The country strategic plan evaluation will also serve to inform the Government of Indonesia, United Nations agencies, regional entities, and local and international non-governmental organizations (NGOs) on the lessons learned, and it presents recommendations based on the essential findings for future WFP engagement in the country.

### 1.1.2. Evaluation Methodology

5. To respond to the four main evaluation questions (EQs), the evaluation drew on both qualitative and quantitative measures and covered the relevant criteria from the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC).<sup>17</sup> These criteria are relevance, efficiency, effectiveness, and sustainability as well as coherence, connectedness, and coverage. During the field mission (Annex 6), the evaluation team conducted key informant interviews (KIIs), group key informant interviews, observations and secondary data review. The field mission included a field visit to the WFP sub-office in Kupang for additional interviews with subnational government and WFP representatives in Kupang (Annex 5).

6. As complementary information, to understand potential cascade effects from national-level capacity-strengthening work to affected populations, two cases studies were conducted using the services of four locally hired researchers. The local researchers focused on tracing the potential cascade effects of support to the school meals programme at the national level to subnational beneficiaries, and on understanding the role of WFP in the effects of

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<sup>17</sup> Overseas Development Institute (2006). Evaluating Humanitarian Action Using the OECD-DAC Criteria: An ALNAP guide for humanitarian agencies, London, UK.

the emergency preparedness and response capacity strengthening at the national level on subnational<sup>18</sup> stakeholders during an actual humanitarian response – in this case, the Sulawesi earthquake and tsunami that occurred in late 2018. The summaries of the case studies are presented in Annex 7.

7. In total, 206 stakeholders were interviewed during the inception and field mission exercises, representing a range of stakeholders, including government representatives from 13 different entities (52 percent); WFP personnel (18 percent); United Nations counterparts, donors, and non-governmental organizations (18 percent); and additional beneficiaries and affected populations at the local level (Table 1).<sup>19</sup> An online survey was also developed based on the country strategic plan pilot evaluation survey elaborated in 2018. The online survey was made available to all government, United Nations, and WFP personnel from all levels and ministries (more than 300 persons potentially), but only generated 14 responses – 7 of which were from the regional bureau in Bangkok, 5 from the country office, and 2 from the Government.<sup>20</sup> Survey information and tools are profiled in Annex 2, and the survey results and a summary of the key patterns in response are presented in Annex 8. However, due to the extremely low response rate, these should not be used to generalize findings, and responses are only cited as supplementary information.<sup>21</sup>

8. Gender considerations informed the interview guides (Annex 2, Subsection 2.3) and were a criterion for the selection of respondents where possible, especially within the case study contexts. Overall, women account for 52 percent of the people interviewed. The percentage of women interviewed is cited in parenthesis by category in Table 1.

**Table 1: Summary of respondents**

	Inception mission	Field mission	Total <sup>22</sup>
WFP	13 (71%)	30 (60%)	30 (60%)
Government	16 (31%)	42 (24%)	53 (36%)
Donors	5 (60%)	4 (25%)	8 (50%)
NGOs	4 (50%)	14 (29%)	18 (33%)
Other United Nations	0	13 (77%)	13 (77%)
Case study	0	84 (60%)	84 (60%)
<b>Total</b>	<b>38 (53%)</b>	<b>187 (50%)</b>	<b>206 (52%)</b>

9. Data analysis was carried out with confidentiality. For qualitative data analysis, individual units of thoughts were collected into clusters by looking for recurring regularities, then were examined to develop categories. This descriptive analysis builds a foundation for the interpretive phase when meanings are extracted from the data and comparisons are made with conclusions drawn. For this evaluation, these conclusions were built against the matrix of concepts to be explored within the evaluation (Annex 2, Table 2.4.1).

10. Triangulation of data was conducted using method and source triangulation and included a review of the country office activity level theories of change (ToCs) to compare against findings for a contribution analysis. Team members also used evaluator triangulation to share different viewpoints. The team paid special attention to ensuring that the views and opinions of the most vulnerable – where applicable – were adequately captured and incorporated into the analysis.

11. Interviews were carried out in accordance with the Ethical Guidelines for Evaluation of the United Nations Evaluation Group (UNEG). In this CSPE, interviewees were informed at the start of the interview regarding the

<sup>18</sup> Due to decentralization, the various government levels – national, provincial, and district – have significant autonomy and budget control. Implementation and policy change within this environment require significant work at multiple levels and is not solely dependent on Jakarta-based ministries to cascade decisions and budget allocations. The term “subnational” is used by the country office to refer to non-Jakarta government agencies and civil society.

<sup>19</sup> A full list of interviewed stakeholders is found in Annex 5 (Subsection 5.1- 5.7) and a map of case study site visits and ET visits is profiled in Annex 7 (Subsection 7.1).

<sup>20</sup> The country office had questioned whether this modality was appropriate to the context, arguing that this type of approach was not an appropriate cultural fit to the context, especially regarding government personnel. Their concerns were justified, as seen in the low response rate.

<sup>21</sup> See Annex 2 for more description of survey results and data usage.

<sup>22</sup> When the same person was interviewed in both the inception and field mission phases, they are not double counted in the final total.

purpose of the evaluation and given assurances of voluntary participation and confidentiality of all responses. Potential interviewees were likely to have high workloads, and the evaluation team used the principle of mutual respect by ensuring that the interviews were as concise and efficient as possible. The vast majority of interviewed respondents were government figures and United Nations actors who are not necessarily particularly vulnerable. Principles of informed consent were integrated into all interviews, even for high-level government actors.

12. In addition to the standard ethical requirements of the data-collection process (see Annex 2), participants in the case study interviews who may be in more vulnerable positions were given extra consideration. Enumerators were trained to be attentive to automatic power imbalances between different groups or classes to ensure the environment was one in which respondents could share their insights freely. School observation visits and any informal interactions with schoolchildren only took place on school grounds and only after consultation with and permission from the school authorities.<sup>23</sup> Vulnerable populations affected by the Sulawesi response were interviewed in their own contexts and in their own language. When women were interviewed, the case study enumerators were instructed to ensure that they were not alone in spaces where protection issues could develop.

13. After data was collected, data protection measures were used to ensure respondent confidentiality. For the quantitative online survey, the survey data was encrypted behind a password firewall with strict access control. Personal data or references to others that could be used as locators were stripped from the data before they were shared with the evaluation team. For the qualitative data, interview notes from the evaluation team were kept on password-encrypted computers, and anonymized prior to analysis in both the evaluation team interviews and in the case study interviews. In some cases, specific examples could not be cited in the evaluation findings because it would have been possible for readers familiar with the context to identify who had shared this observation. It is expected that after the finalization of the report, both quantitative and qualitative data will be deleted to further protect individuals from possible identification.

### 1.1.3. Evaluation Limitations

14. There are several conceptual and operational challenges to tracking contributions and results across the country strategic plan. However, even with these challenges, the evaluation team believes the country strategic plan performance is evaluable and presents key opportunities for learning to inform the development of the next country strategic plan (Annex 2.1 has further detail).

15. **Country strategic plan duration:** A fundamental strategic limitation of the evaluation is that, due to timing and calendar issues (described in Section 1.3), the final evaluation of the country strategic plan is occurring just two years after the plan itself was launched – and three years from the development of the country programme. This is too short a time period from which to observe long-term capacity-strengthening work according to the WFP Capacity Building Policy (2009), which posits at least three years for organizational-level outcomes and more than seven years for policy and institutional outcomes.

16. **Indirect WFP contributions:** The capacity-strengthening activities implemented by WFP are directed towards supporting government personnel and strengthening government systems, which in turn are the primary implementers of the programming that contributes to the targeted outcomes. Therefore, WFP actions can only have an indirect effect on the achievement of the strategic outcomes rather than a direct effect.

17. **Corporate country capacity-strengthening (CCS) indicators:** Within the country strategic plan logframe, no outcome-level indicators linked to the country strategic plan for measuring visible behaviour change in government capacity or social change were measured. The corporate standard indicators used in the country strategic plan<sup>24</sup> are focused on output-level indicators and track numbers of persons trained or technical assistance activities carried out, but there are no indicators measuring changes in government capacity itself. The evaluation team developed a set of proxy indicators for assessing capacity and strategic outcomes, but inferences from these should be treated as approximations. Rationale and description are found in Annex 9 (Section 9.3).

18. **Policy change indicators:** For the evaluation process, documentation sources for tracking evidence for country strategic plan-inspired policy change or for tracking the degree of policy influence and agreements are

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<sup>23</sup> Children were not interviewed.

<sup>24</sup> Annual reports specifically mention that these are the indicators the CO was obligated to include in the CSP at the time of its development, suggesting that the CO may not perceive these as very useful.

limited.<sup>25</sup> Neither the corporate indicators nor the country briefs and annual reports can adequately represent the time and energy investments required.<sup>26</sup>

19. **Country strategic plan partner diversity:** The evaluation field mission was set as a two-week window, likely with the expectation that in a country strategic plan with national-level stakeholders it would be relatively straightforward to collect interviews in a timely manner. However, the impressive diversity and extent of government-stakeholder relationships required greater time investment than might have been assumed.

20. **Government and WFP institutional memory:** Frequent turnover in government and WFP positions also presented limitations to assessing the entirety of the country strategic plan portfolio, as institutional memory is frequently lost during transitions. This was partially mitigated by seeking out stakeholders who had transitioned but who still retained institutional memory of country strategic plan engagements.

## 1.2. COUNTRY CONTEXT

21. Indonesia is the world's largest island country, consisting of more than 17,000 islands scattered between the Indian and Pacific Oceans.<sup>27</sup> The archipelago is at frequent risk of earthquakes, volcanic eruptions, floods, and tsunamis due to its location along the Pacific Ring of Fire. Within the time period of the most recent country programme and country strategic plan, Indonesia has experienced multiple major natural disasters, including most recently an earthquake in Lombok (2018), an earthquake and tsunami in Sulawesi (2018), and a tsunami in the Sunda Strait (2018). Indonesia has a total population of 267 million,<sup>28</sup> with a life expectancy of 71.5 years.<sup>29</sup>

22. **Socio-economic conditions:** Indonesia has been ranked as a middle-income country since 2010<sup>30</sup> and has continued to enjoy significant economic growth. The country's per capita gross domestic product (GDP) has increased more than 400 percent since 2000,<sup>31</sup> with a subsequent decline in the poverty rate from 24 percent in 1999 to 9.8 percent in 2018.<sup>32</sup> However, the rapid economic growth has led to increased inequality with large geographical disparities with a Gini index of 38.1 in 2017.<sup>33</sup> For example, the 2019 Human Development Index (HDI) ranks the country as 111<sup>th</sup> out of 189 countries,<sup>34</sup> with 25.9 million persons living below the poverty line according to the World Bank (USD 25/person/month).<sup>35</sup> The distribution of inequality remains highly concentrated in certain areas. There are more than 300 ethnic groups in Indonesia, with the Javanese being the largest group (42 percent), followed by the Sundanese (15 percent); Indonesia has a large youth population, with more than 42 percent of the population under the age of 25.<sup>36</sup> While the poverty rate in Jakarta is reported as only 3.6 percent,<sup>37</sup> poverty rates in the Nusa Tenggara Timur (NTT) and Papua provinces are reported to be above 20 percent. In addition, although rural populations comprise only 45 percent of the population,<sup>38</sup> 60 percent of all poor are found in rural areas.<sup>39</sup>

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<sup>25</sup> The country capacity-strengthening framework developed a series of process milestones that could potentially better track the policy input and process-oriented elements for capacity strengthening, but these were only recently developed, have not yet been integrated into the annual country report (ACR) requirements, and were not available for the bulk of the CSP under review.

<sup>26</sup> For example, in mid-2016 the Indonesian National Disaster Management Agency (BNPB) requested WFP to produce a draft to contribute to the development of a Humanitarian Logistics Master Plan (HLMP). The plan was finalized and ratified by the Government of Indonesia (GoI) in July 2018, nearly two years later. In this interim period, from initial request to formal approval, hours of multi-sectoral coordination meetings, consultations, and discussions occurred. Yet in the CSP logframe, this investment was recorded as "1" in each of the 2016, 2017, and 2018 logframes under "number of policies influenced".

<sup>27</sup> Indonesia's SDG Voluntary National Review.

<sup>28</sup> World Bank Data: <https://data.worldbank.org/country/indonesia>.

<sup>29</sup> UNDP (2019). Human Development Report: <http://hdr.undp.org/sites/default/files/hdr2019.pdf>.

<sup>30</sup> Economist Intelligence Unit (2011). "Strong Growth takes Indonesia to Middle Income status".

<sup>31</sup> GDP per capita USD 780 (2000), and USD 3,893 (2018), World Bank data, World Bank Indonesia Country Overview.

<https://www.worldbank.org/en/country/indonesia/overview>.

<sup>32</sup> World Bank Group (April 2019). Poverty and Equity Brief, Indonesia.

<sup>33</sup> UNDP (2019). Human Development Report: <http://hdr.undp.org/sites/default/files/hdr2019.pdf>.

<sup>34</sup> 0.707. UNDP (2019). Human Development Report: <http://hdr.undp.org/sites/default/files/hdr2019.pdf>.

<sup>35</sup> World Bank Country Profiles (2018): <https://www.worldbank.org/en/country/indonesia/overview>.

<sup>36</sup> Country Factbook. Index Mundi: [https://www.indexmundi.com/indonesia/demographics\\_profile.html](https://www.indexmundi.com/indonesia/demographics_profile.html).

<sup>37</sup> Overall Indonesia Poverty Rate (2018) 9.82 (1<sup>st</sup> semester) and 9.66 (2<sup>nd</sup> semester). Central Bureau of Statistics (BPS) (2018): <https://www.bps.go.id/dynamictable/2016/08/18/1219/persentase-penduduk-miskin-menurut-provinsi-2007---2018.htm>.

<sup>38</sup> World Bank Factbook: <https://data.worldbank.org/indicator/sp.urb.totl.in.zs>.

<sup>39</sup> World Bank Country Profiles (2018): <https://www.worldbank.org/en/country/indonesia/overview>.

Youth unemployment is 19.7 percent, almost five times as high as overall unemployment, which was officially recorded at 4.3 percent in 2018.<sup>40</sup>

23. The agricultural share of the gross domestic product has been decreasing due to burgeoning economic growth, but it still comprises a crucial element for Indonesia's economy. Total land area for agricultural production has increased to 32 percent of the total land area,<sup>41</sup> and 28.9 percent of Indonesia's labour force is still dependent on agriculture.<sup>42</sup> Small family farms dominate the sector and 11 percent of family farms are headed by women – increasing their vulnerability. Natural disasters, deforestation, and climate change have significant potential impacts on crop production. Modelling of climate change impacts on rice production suggests a possible decline by 3.6 million metric tons (MT) on Java alone by 2050.<sup>43</sup>

24. **Food security, nutrition, and health:** While the availability of food has improved, access to and utilization of food remains a challenge.<sup>44</sup> The 2019 Global Hunger Index (GHI) ranked Indonesia 70<sup>th</sup> out of 119 countries.<sup>45</sup> The percentage of food-insecure Indonesians was reduced from 16.5 percent in 2011 to 8.0 percent in 2018.<sup>46</sup> Indonesia has halved the percentage of the population that is undernourished – achieving its Millennium Development Goal – although an estimated 20.2 million people remained undernourished in 2017.<sup>47</sup> A national survey, called *Riskesdas*, (Indonesia's Basic Health Survey 2013)<sup>48</sup> carried out by the Government of Indonesia found that the prevalence of under-five stunting remains at 30.8 percent and under-five wasting at 10.2 percent, while 8.0 percent of under-fives are overweight.<sup>49</sup> Anaemia affected nearly half (48.9 percent) of all pregnant women in 2018.<sup>50</sup> Meanwhile, obesity prevalence in adults has doubled between 2007 to 2018, from 10.3 percent to 21.8 percent.<sup>51</sup> Geographic disparities followed the same pattern as poverty, with more than 40 percent of children in Nusa Tenggara Timur and Papua provinces stunted.

25. In terms of health, Indonesia is largely free of communicable diseases – especially those that affect children, such as smallpox, polio, or neonatal tetanus.<sup>52</sup> Children have access to immunization through a national health insurance programme (JKN),<sup>53</sup> which aims at universal health coverage by 2019.<sup>54</sup> However, child immunization is still relatively low, with around 60 percent of Indonesian children now receiving basic immunization.<sup>55</sup> According to the data from the national health insurance programme, the most frequent health problems are non-communicable diseases caused by unhealthy lifestyles, such as hypertension, heart problems, diabetes, kidney failure and cancers.<sup>56</sup>

26. The key root causes in these nutrition patterns appear to be lack of knowledge on nutritious foods and dietary habits that prefer less nutritious, albeit more convenient, foods.<sup>57</sup> Literacy levels of women were also correlated with feeding practices and child nutrition outcomes.<sup>58</sup> Although this may be a spurious relationship due to the link

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<sup>40</sup> Bureau of Central Statistics (2018): <https://www.bps.go.id/dynamictable/2009/04/16/969/penduduk-berumur-15-tahun-ke-atas-menurut-jenis-kegiatan-tahun-1986---2018.htm>.

<sup>41</sup> FAO 2018. Small Family Farms Country Fact Sheet.

<sup>42</sup> Bureau of Central Statistics (2018): <https://www.bps.go.id/statictable/2016/04/04/1904/penduduk-berumur-15-tahun-ke-atas-menurut-golongan-umur-dan-jenis-kegiatan-selama-seminggu-yang-lalu-2008---2018.html>.

<sup>43</sup> WFP Food Security and Vulnerability Atlas of Indonesia (2015).

<sup>44</sup> WFP Food Security and Vulnerability Bulletin, Volume 9, 2017.

<sup>45</sup> 2019 Global Hunger Index: <https://www.globalhungerindex.org/results.html>.

<sup>46</sup> Bureau of Central Statistics (2018). <https://www.bps.go.id/dynamictable/2018/08/07/1550/prevalensi-ketidacukupan-konsumsi-pangan-2011-2017.html>.

<sup>47</sup> Food Security and Nutrition in the World (2018). FAO, IFAD, UNICEF, WFP, WHO.

<sup>48</sup> Riske Kesehatan Dasar; Indonesia's Basic Health Survey in 2013

<sup>49</sup> United Nations Partnership for Development Framework, 2018 Annual Report.

<sup>50</sup> Ministry of Health, Government of Indonesia: *Hasil Utama Riskesdas 2018*: <https://www.litbang.kemkes.go.id/hasil-utama-riskesdas-2018/>

<sup>51</sup> Ibid.

<sup>52</sup> World Health Organization, Country Profiles 2019: [https://www.who.int/gho/countries/idn/country\\_profiles/en/](https://www.who.int/gho/countries/idn/country_profiles/en/).

<sup>53</sup> *Jaminan Kesehatan Nasional*

<sup>54</sup> World Health Organization, Country Profiles 2019: [https://www.who.int/gho/countries/idn/country\\_profiles/en/](https://www.who.int/gho/countries/idn/country_profiles/en/).

<sup>55</sup> Ibid.

<sup>56</sup> National Health Insurance Programme: <http://www.comcec.org/en/wp-content/uploads/2019/04/7-indonesia-Paparan-Turki-Edit-1.pdf>.

<sup>57</sup> 2017 Cost of diet study sponsored by WFP and the Ministry of National Development Planning (Bappenas).

<sup>58</sup> Ibid.

between poverty and lower literacy levels, 45 districts reported illiteracy rates for women of more than 20 percent<sup>59</sup> and poorer households headed by women (about 12 million people) are more vulnerable to shocks.<sup>60</sup>

27. **Protection:** Violence, including physical, sexual, and emotional violence, still affects many children in Indonesia. It is reported that 26 percent of children experience abuse in their homes, and 21 percent are without birth registration – making them invisible to national planning and preventing them from accessing services.<sup>61</sup> The organization “Know Violence in Childhood” reported in 2015 that 73.7 percent of children in Indonesia experienced corporal punishment at home.<sup>62</sup> Child employment and trafficking are also considered to be risks for many, with 3.2 million children between 10 and 17 years of age reported to be engaged in employment.<sup>63</sup> A recent United Nations Partnership for Development Framework (UNPDF) progress report notes that the provinces of West Java, Central Java, East Java, West Nusa Tenggara, East Nusa Tenggara, and Banten are considered to be sources for human trafficking of men, women, and children.<sup>64</sup>

28. **Education:** Education rates for primary school are quite high, with few gender differences in reported net enrolment (95 percent for boys and 89 percent for girls in 2017)<sup>65</sup> and few differences between urban and rural areas. However, geographic disparities remain. For example, Papua province reports that nearly 30 percent of primary school-aged children are out of school, compared to the national rate of only four percent.<sup>66</sup> Primary factors reported are economic situations, remoteness from schools, disability, and early marriage of adolescent girls.<sup>67</sup>

29. **Gender:** Indonesia was one of the early adopters of gender equality promotion, having ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1984. Yet the country still faces major gender inequality. The Gender Inequality Index (GII) for Indonesia ranks 103<sup>rd</sup> out of 189 countries,<sup>68</sup> but due to large geographic differences, this does not fully capture the inequality. Sixteen percent of girls are married before their 18<sup>th</sup> birthday and studies report that early married girls are less likely to complete their education and may face increased risks for intimate partner violence (IPV). Female genital mutilation (FGM) was until recently permitted by law, and 51 percent of girls 0–11 years of age were reported to have undergone female genital mutilation.<sup>69</sup> Wage gaps are still larger than in other countries in East Asia, as women only earn about 70 percent of what men earn, and women workers tend to have less secure employment and are more likely to be self-employed or working in the informal sector. Only 51 percent of women in the working-age population participate in the labour market.<sup>70</sup> Access to adequate health services remains a challenge, and the maternal mortality rate remains relatively high compared to other middle-income countries.<sup>71</sup>

30. **National policies and frameworks:** The Government of Indonesia has a strong national policy environment for development, social assistance, and health, although not all have been operationalized at the local levels. The legislative hierarchy is complex, with a range of multiple levels and potential points of intervention (Table 2). (As a point of reference, the long-term national development plan (RPJPN)<sup>72</sup> is a law. The medium-term national development plan (RPJMN)<sup>73</sup> is a regulation.<sup>74</sup>)

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<sup>59</sup> Food Security and Vulnerability Atlas of Indonesia (2015).

<sup>60</sup> IFAD Rural Empowerment and Agricultural Development Programme Design (2016).

<sup>61</sup> “BPS National Social Economic Survey 2017”, in Profile of Children in Indonesia 2018, published by Ministry of Women Empowerment and Children Protection.

<sup>62</sup> Ending Violence in Childhood, Global Report 2017: <https://bettercarenetwork.org/sites/default/files/Global-Report-2017.pdf>.

<sup>63</sup> UNPDF 2017 Progress Report.

<sup>64</sup> UNPDF 2017 Progress Report.

<sup>65</sup> “BPS National Social Economic Survey 2017”, in Profile of Children in Indonesia 2018, published by Ministry of Women Empowerment and Children Protection.

<sup>66</sup> Education Policy Data Centre (2018): [https://www.epdc.org/sites/default/files/documents/EPDC\\_NEP\\_2018\\_Indonesia.pdf](https://www.epdc.org/sites/default/files/documents/EPDC_NEP_2018_Indonesia.pdf); UNPDF 2017 Progress Report.

<sup>67</sup> UNPDF 2017 Progress Report.

<sup>68</sup> UNDP Human Development Report 2019: <http://hdr.undp.org/en/towards-hdr-2019>.

<sup>69</sup> UNPDF 2017 Progress Report.

<sup>70</sup> World Bank, Indonesia Economic Quarterly December 2019.

<sup>71</sup> About 126/100,000 live births (Human Development Report 2018).

<sup>72</sup> Rencana Pembangunan Jangka Panjang Nasional (National Long-Term Development Plan)

<sup>73</sup> Rencana Pembangunan Jangka Menengah Nasional (National Medium-Term Development Plan)

<sup>74</sup> Where WFP has focused much of its work is discussed in Section 2.2.

**Table 2: Legislative hierarchy for Indonesia<sup>75</sup>**

No.	Description
1	Constitution
2	Decrees of the Senate
3	Laws
4	Government regulations
4a	• Technical guidance
4b	• Implementation guidance
5	Presidential regulations and instructions
5a	• Technical guidance
5b	• Implementation guidance
6	Line ministry regulations
6a	• Technical guidance
6b	• Implementation guidance
7	Provincial regulations
7a	• Technical guidance
7b	• Implementation guidance
8	District regulations
8a	• Technical guidance
8b	• Implementation guidance

The national legislative hierarchy is further complicated due to the process of decentralization. In 2000, the Government of Indonesia enacted a wide range of decentralization programmes. These were intended to provide greater autonomy to Indonesia's many culturally diverse regions. Decentralization transferred a significant range of responsibilities to regencies and districts, including in health, primary and middle-level education, public works and agriculture.<sup>76</sup> District governments have the discretion to allocate budget resources among these responsibilities to align with local priorities.

31. **Development and social assistance:** The Government has committed to implementing the Sustainable Development Goals (SDGs) for achieving the 2030 Agenda for Sustainable Development (2030 Agenda).<sup>77</sup> The implementation of the Sustainable Development Goals is in line with and articulated through the RPJMN (2015–2019), which is the third segment of its 20-year development plan extending from 2005 to 2025. The RPJMN seeks to improve quality of life and address disparity and inequalities through: 1) community development; 2) increased welfare, prosperity, and narrowing the income gap; 3) increased productivity of middle and lower economic classes in society and poverty-reduction measures; and 4) increased development without environmental degradation. The RPJMN is complemented by the Master Plan for Acceleration and Expansion of Indonesia's Economic Development (2011–2025).

32. Within the RPJMN, the Government has elaborated an array of social protection schemes to reduce inequality. These include a food assistance scheme (BPNT),<sup>78</sup> subsidies for the national health insurance programme (JKN-PBI),<sup>79</sup> a conditional cash transfer scheme (PKH),<sup>80</sup> an unconditional cash transfer scheme (BLT),<sup>81</sup> an additional cash transfer scheme targeting poor and at-risk students (PIP),<sup>82</sup> a child social service scheme (PKSA),<sup>83</sup> elderly special services (ASLUT),<sup>84</sup> and disabled social services (JSPACA).<sup>85</sup> The preponderance of cash transfer schemes has led to

<sup>75</sup> <https://unimelb.libguides.com/c.php?g=402982&p=2902316>

<sup>76</sup> <https://www.adb.org/publications/government-decentralization-program-indonesia>.

<sup>77</sup> Presidential Regulation No. 59/2017.

<sup>78</sup> *Bantuan Pangan Non-Tunai*

<sup>79</sup> *Janjiman Kesehatan Nasional – Penerima Bantuan Iuran*

<sup>80</sup> *Program Keluarga Harapan*

<sup>81</sup> *Bantuan Langsung Tunai*

<sup>82</sup> *Program Indonesia Pintar*

<sup>83</sup> *Program Kesejahteraan Sosial Anak*

<sup>84</sup> *Asistensi Sosial Lanjut Usia Terlantar*

<sup>85</sup> *Jaminan Sosial Paca Berat*. World Bank (2017), Indonesia Social Assistance Reform Programme Information Document, Appraisal Stage.

the recommendation by a recent national financial inclusion strategy to transform the cash-based social assistance payment systems into one single card to improve transparency and efficiency.<sup>86</sup>

33. A series of legal mechanisms and policies has been established to promote increased food security and nutrition. Notable among these were the disaster management law (Law 24/2007)<sup>87</sup> establishing assistance norms for food, health, water, and sanitation during disasters and a food law in 2012 that recognized the right to adequate food for all. A 2013 presidential decree established a legal platform for the Scaling Up Nutrition (SUN) movement.

34. In 2015, the Government of Indonesia launched a healthy lifestyle movement (GERMAS),<sup>88</sup> supported by a presidential instruction in January 2017. The programme is based on preventative and promotive measures, although it also includes curative or rehabilitative efforts. The movement represents the Government's efforts to improve quality of life by changing behaviour and encouraging the adoption of a healthy lifestyle. Indonesia also launched its national health insurance programme in 2015, aiming to reach universal coverage by 2019 with 88.9 percent of the population registered in the scheme.<sup>89</sup>

35. **International assistance.** Net official development assistance (ODA) has ranged from a high of USD 2.5 billion in 2005 to a low of USD 42.7 million in 2015.<sup>90</sup> The proportion of net official development assistance as gross national income has been almost zero.<sup>91</sup> The top five official development assistance funding sources in 2016–2017 were Japan, Germany, USA, France, and Australia. These five donors comprise 73 percent of all official development assistance to Indonesia. In 2009, the Jakarta Commitment called for greater mutual accountability and alignment between the Government of Indonesia and international partners and recommended a redefinition of partnerships. Since then, the Government has been working towards more equal partnerships with development partners and the United Nations in the country.

36. United Nations support in Indonesia has gradually shifted from direct service delivery to policy advice and technical assistance.<sup>92</sup> This shift is operationalized through the UNPDF, which covers 2016–2020 and seeks to leverage the expertise, capacity, and resources of the United Nations to support government priorities. The UNPDF is aligned with the RPJMN objectives and has articulated four pillars for support to Government: 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. The framework also articulates five cross-cutting themes within these four pillars: human rights, gender equality, HIV/AIDS, youth, and statistics and data management.<sup>93</sup>

### 1.3. WFP COUNTRY STRATEGIC PLAN IN INDONESIA - OVERVIEW

37. **Background:** WFP closed its Indonesia office in 1996 when the country showed significant progress towards self-sufficiency, and reopened in 1998 to respond to the drought caused by El Niño and to the Asian financial crisis. WFP continued with direct food assistance through to the end of 2015. In the design of the country programme 200914 (2016–2020), WFP shifted its focus to a capacity-strengthening approach focusing on policy advice, technical capacity development, and knowledge sharing to support the Government's investments (outlined in RPJMN (2015–2019), its medium-term national development plan), encompassing food security analysis, nutrition communication, social protection through school meals, and emergency preparedness through the creation of logistics hubs.

38. After the development of the country programme 200914, Indonesia became one of the pilot countries for development of a new country strategic plan, guided by the new WFP Strategic Plan (2017–2021) and the Policy on Country Strategic Plans under the Integrated Road Map (IRM) initiative. The country strategic plan superseded country programme 200914, keeping the capacity-strengthening focus and the same objectives. It commenced implementation in March 2017 and will run through December 2020, with a proposed budget of USD 13 million.

39. **Strategic outcomes and activities:** The country programme 200914 and the country strategic plan operated with the same activities and strategic outcomes. Table 3 shows the country programme 200914 activity, outcome,

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<sup>86</sup> World Bank Group, Australian Government (2017), *Towards a Comprehensive, Integrated, and Effective Social Assistance System in Indonesia*.

<sup>87</sup> Law of the Republic of Indonesia Number 24 of 2007 Concerning Disaster Management

<sup>88</sup> *Gerakan Masyarakat Hidup Sehat*

<sup>89</sup> <https://www.bpjs-kesehatan.go.id/bpjs/>.

<sup>90</sup> <https://www.indexmundi.com/facts/indonesia/net-oda-received>.

<sup>91</sup> <https://tradingeconomics.com/indonesia/net-oda-received-percent-of-gni-wb-data.html>.

<sup>92</sup> UNPDF 2016-2020.

<sup>93</sup> UNPDF 2016-2020.

and strategic objective (SO) linkages, while the country strategic plan line of sight is described below in Figure 1. Annex 9 includes summaries of the country programme and country strategic plan outcomes, activities, indirect beneficiaries, and funding by activity. These activities are aligned against the WFP strategic objectives and Sustainable Development Goal targets as described in the line of sight for the country strategic plan (Figure 1).

**Table 3: Country programme 200914 activities, outcomes and strategic objectives<sup>94</sup>**

<b>Strategic objectives</b>	<b>Strategic Objective 3:</b> Reduce risk and enable people, communities, and countries to meet their nutrition needs	<b>Strategic Objective 4:</b> Reduce undernutrition and break the intergenerational cycle of hunger	<b>Strategic Objective 1:</b> Save lives and protect livelihoods in emergencies
<b>Outcomes</b>	<b>Outcome:</b> Risk-reduction capacity of countries, communities and institutions strengthened	<b>Outcome:</b> Ownership and capacity strengthened to reduce undernutrition and increase access to education at national, regional and community levels	<b>Outcome:</b> National institutions, regional bodies, and the humanitarian community are able to prepare for, assess, and respond to emergencies
<b>Activities</b>	<b>Activity 1:</b> Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes	<b>Activity 2:</b> Promote balanced diets to address undernutrition and being overweight	<b>Activity 3:</b> Improve the efficiency and nutritional outcomes of national social protection programmes <b>Activity 4:</b> Enhance emergency preparedness and response through the establishment of an integrated network of response hubs

Source: WFP country programme 200914 project document

**Figure 1: Line of sight for Country Strategic Plan (2017-2020)**

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	
<b>Output 1.1:</b> National and subnational food security and nutrition data collection and analysis systems enhanced	<b>Output 3.1:</b> National humanitarian supply network enhanced	<b>Output 2.1:</b> Tailored balanced diet promotional campaigns adequately delivered to targeted populations	<b>Output 2.2:</b> National social protection and school meal programmes designed to improve the nutrition status of recipients
<b>Activity 1:</b> Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes	<b>Activity 4:</b> Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.	<b>Activity 2:</b> Promote balanced diets to address undernutrition and overweight	<b>Activity 3:</b> 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: WFP Indonesia Country Strategic Plan (2017-2020) document

40. **Logical framework:** Annex 9 (Subsection 9.4 and 9.5) describes the logical framework (logframe) and the most recent cumulative output achievements for both the country programme and country strategic plan. The two programmes were based on the same activities, but the logframe for the country programme in 2016 is built around the prior WFP Strategic Plan (2014–2017), while the logframe for the country strategic plan is based on the current WFP Strategic Plan (2017–2021). These shifts result in slightly different wording of the outcomes and indicators for describing capacity-building results.<sup>95</sup>

<sup>94</sup> Table is structured by activity numbering as used in the country office.

<sup>95</sup> Annex 9 provides more analysis of the indicator distribution among individual, institutional, and enabling environment dimensions.

41. **Partners:** The Government of Indonesia is the primary partner for all WFP activities, but WFP also coordinates with United Nations agencies, a consortia of international non-governmental organizations, national civil society, and private sector and academic institutions to support the technical assistance programming.

42. **Resource requirements and the funding situation:** The country programme in 2016 received USD 1.3 million<sup>96</sup> – about 9 percent of total programme requirements.<sup>97</sup> The funding required for the country strategic plan is USD 13 million, of which 54 percent is funded.<sup>98</sup> The top five donors<sup>99</sup> comprise 81 percent of the funding, with the main bilateral donors being the USA and Australia. Private donors and the United Nations Central Emergency Response Fund (CERF) were instrumental in the Sulawesi emergency response.<sup>100</sup> Table 4 summarizes the resourcing for the last three country programmes/country strategic plans. Table 5 profiles the top donors for the Country Strategic Plan (2017–2019).

**Table 4: WFP assistance 2012-2018<sup>101</sup>**

Title	Timeframe	Direct beneficiaries	USD required (in millions)	USD received (in millions)	Percent funded
CP 200945	2012-2016	417,000	41.9	16.3	39%
CP 200914	2016-2020	N/A	14.8	1.4	9%
CSP 2017-2020	2017-2020	N/A	13.0	7.0	54%

**Table 5: Country Strategic Plan (2017-2020) donor contributions**

Donor	Cumulative Contributions (USD)
Private	1,550,595
USA	1,259,143
Australia	1,207,428
United Nations CERF	1,200,212
Indonesia	498,171
Multilateral	426,000
United Kingdom	390,176
Germany	350,000
Brazil	92,139
United Nations funds and agencies (Non-CERF)	35,000
<b>Total</b>	<b>7,008,864</b>

43. **Gender dimensions:** The country strategic plan received a gender inclusion rating of 2A. No gender-specific indicators are found in the country strategic plan logframe. Gender and equality dimensions are discussed in detail in Section 2.2.2.

44. **Evolution in WFP corporate context.** The 2030 Agenda for Sustainable Development seeks to maximize the contributions of WFP to governments' efforts towards achieving the Sustainable Development Goals, including building resilience for food security and nutrition. Responding to emergencies and saving lives and livelihoods remains prominent, and WFP corporately has committed to working to develop capacity, exit operations, or phase out programmes to national and local ownership and control under the 2030 Agenda. Within this framework, the Intergrated Road Map approach of WFP develops country strategic plans to introduce results-focused portfolios of context-specific activities that address humanitarian needs and enable long-term development.

45. The Indonesia country office was one of the first country offices to pilot the country strategic plan approach, employ the strategic review as a precursor to design, develop a pure capacity-strengthening approach without direct implementation or direct food assistance, and be resourced significantly by host government funding.<sup>102</sup> The

<sup>96</sup> CP 900214 Standard Project Report 2016.

<sup>97</sup> Total programme requirement was intended to extend from 2016-2020, but the CP was discontinued after 2016.

<sup>98</sup> WFP CSP resource situation as of 3 June 2019.

<sup>99</sup> Private donors, USA, Australia, UN CERF, and multilateral funding.

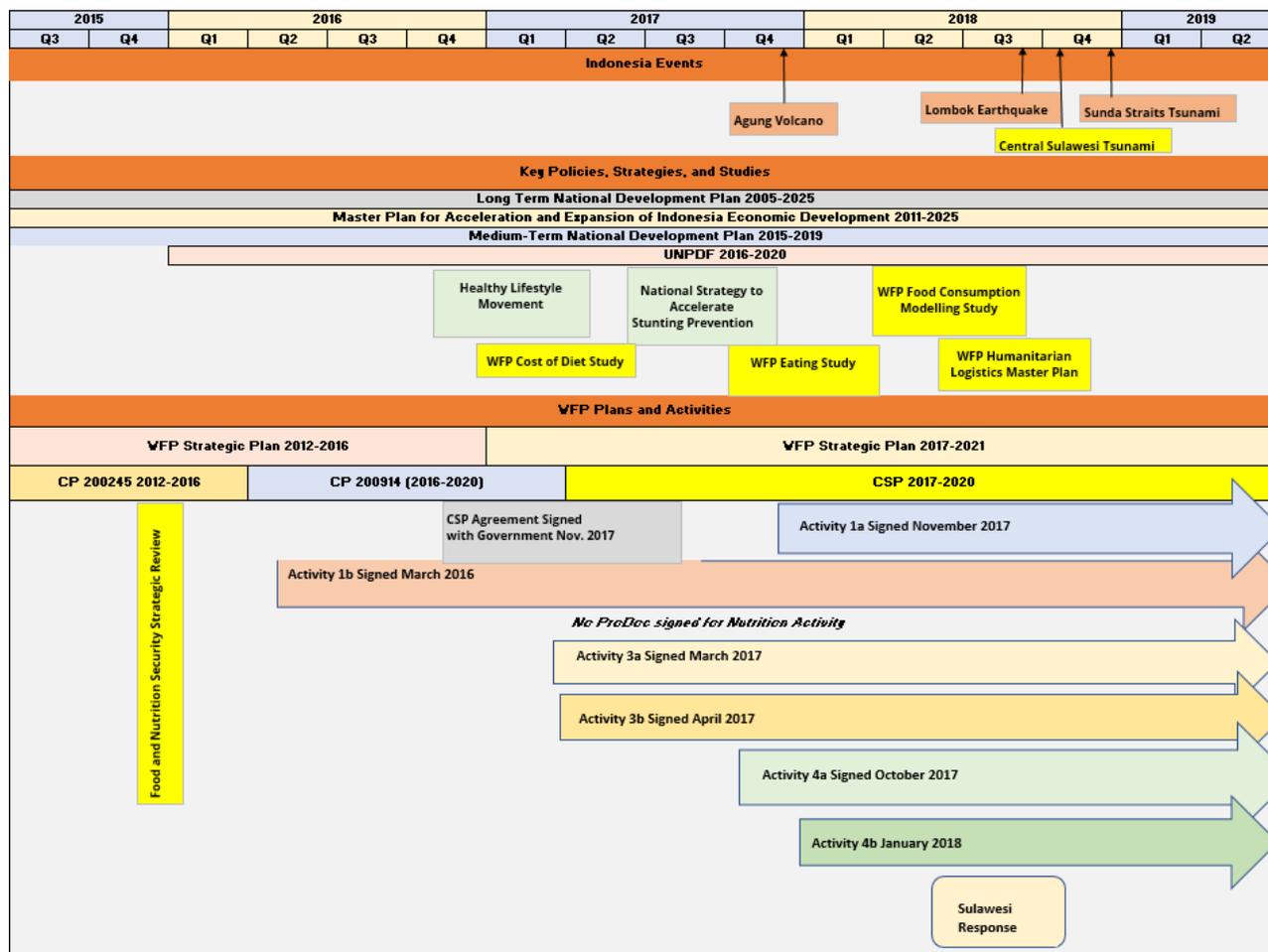
<sup>100</sup> CSP Financial Report (December 2018).

<sup>101</sup> WFP FACTory (Funding overview), accessed 9 April 2019.

<sup>102</sup> The resourcing of WFP engagement by Government was discussed extensively at the time of the CP (2016-2020) presentation to the executive board. Upon revision to the CSP (2017-2020), the resourcing question was not as explicitly mentioned in the CSP document.

Indonesia country strategic plan is also one of the first to go through a country strategic plan evaluation. At the time of the elaboration of the country strategic plan in 2015 and 2016, relatively little corporate guidance was available to aid the first country offices in the development of their country strategic plan. Given these considerations, capacity development and system-building activities are a particularly important point of emphasis for the evaluation. Figure 2 provides an overview of the country programme and country strategic plan programming within the Indonesia context up until the time of the evaluation (mid-2019).

**Figure 2: WFP country programme and country strategic plan overview from 2016 to mid-2019**



## 2. Evaluation Findings

46. The evaluation findings are organized and presented according to the four main areas of inquiry as mentioned in paragraph 2 above, and to illustrate the lessons learned from experiencing the country strategic plan. For purposes of flow and to highlight key emergent themes, some evaluation subquestions are combined. These combinations are noted in the narrative and footnoted in the evaluation matrix in Annex 3. Data presented is a compilation from the methodologies described in Annex 2.

### 2.1. EVALUATION QUESTION 1: STRATEGIC POSITIONING AND COUNTRY PRIORITIES

#### 2.1.1. Country Strategic Plan Relevance with National Policies, Policy Development and United Nations Frameworks<sup>103</sup>

47. The country strategic plan design is aligned with national policies and the United Nations frameworks in place at the time and is aligned with the relevant Sustainable Development Goals. Following a recommendation of the WFP Indonesia Country Portfolio Evaluation (2014), the country office focused on a new developmental approach for the formulation of the country strategic plan, based on extensive consultation and partnerships involving the Government and other national and international partners. This process aligned the country strategic plan with the UNPDF and RPJMN (2015–2019), Indonesia's medium-term national development plan (See paragraph 7). The UNPDF and RPJMN respectively are to support and operationalize the Government of Indonesia's Sustainable Development Goal commitments. The country strategic plan document references the WFP priority of Sustainable Development Goal 2 (Zero Hunger). Within that framework, at the onset of the country strategic plan development, WFP supported the Government of Indonesia in the implementation of a strategic review against the Zero Hunger Sustainable Development Goal.

48. Government stakeholders expressed the alignment of the country strategic plan with national policies as follows : i) climate change adaptation (especially drought brought about by climate change); ii) mitigation of stunting; iii) social protection programming techniques (e-vouchers, transfers, and menus); iv) social protection programming in emergencies (e-vouchers); v) food security analysis; and vi) nutrition messaging.

#### 2.1.2. The Country Strategic Plan Addresses the Needs of the Most Vulnerable

49. All of the activities in the country strategic plan do address the needs of the most vulnerable within the parameters of a country strategic plan that is focused on country capacity strengthening (CCS-focused country strategic plan). In Indonesia, responsibilities for coverage and addressing the needs of the most vulnerable are considered to be ultimately the responsibility of government programming, with the national social protection programmes and the disaster preparedness policies being mechanisms to support those populations who are either economically vulnerable or who have been made vulnerable through natural disasters.

50. The vulnerability analysis and mapping (VAM) activity has been used by WFP and the Government to improve the targeting of government programming to the most vulnerable. According to the country strategic plan document, the vulnerability analysis and mapping activity "will enhance the Government's reporting on SDG indicators...and will enable WFP to advocate with the Government on prioritizing vulnerable groups and districts".<sup>104</sup> The primary means has been through the use of the Food Security and Vulnerability Atlas (FSVA) and the Vulnerability Analysis Monitoring Platform for the Impact of Regional Events (VAMPIRE) system, as detailed in Section 2.2.1.1.<sup>105</sup>

51. The emergency preparedness and response interventions in Activity 4 have focused on the establishment of logistics hubs as set out in the RPJMN. **The technical training provided to the Ministry of Social Affairs (MoSA) and BNPB,<sup>106</sup> the National Disaster Management Agency, contains elements highlighting issues related to**

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<sup>103</sup> This section addresses both evaluation sub-questions 1.1 and part of 1.4.

<sup>104</sup> CSP (2017-2020) document, para 55.

<sup>105</sup> For example, Activity 3 involved the selection of districts for inclusion in the Progas national programme; it was based on the FSVA maps and prioritized those districts with food insecurity. WFP and the Ministry of Education and Culture cooperated to identify those districts that had both high stunting prevalence and high food insecurity from the FSVA mapping. VAMPIRE is a real time data-collection and analysis tool, which measures the impact of weather events on food security. This data dashboard was developed by WFP in Indonesia in collaboration with Pulse Lab Jakarta and the Food and Agriculture Organization (FAO).

<sup>106</sup> *Badan Nasional Penanggulangan Bencana*, the National Disaster Management Agency

**protection of the vulnerable in emergency response.** It particularly refers to identifying the most disaster-prone regions for the establishment of the hubs and assessing subnational capacities for logistics coordination. There is a potential linkage, albeit rather indirect, between addressing the needs of the most vulnerable through the delivery of technical products, such as the design of logistic hubs, and the provision of technical assistance to BNPB. The disaster management Law (Law 24/2007),<sup>107</sup> mentions that one function of the BNPB in the formulation of disaster management policy is to coordinate integrated disaster management among all the participating entities and that this management in “emergency response should include protection towards vulnerable groups” – defined as children, pregnant and lactating women, disabled persons, and the elderly.

### 2.1.3. Adaptation Over Time

52. The country strategic plan is relevant and has evolved over time in a generally positive manner to adjust to emerging government priorities. However, the individual activities have had different degrees of success in adapting their strategic positions to changing priorities. The flexibility of the country strategic plan structure to adapt to changing priorities is one important advantage in this approach. Despite the activities of the country strategic plan being a continuation of previous programming, each underwent adjustments and adaptations over time – whether in thematic focus, geographic area, or specific stakeholder engagement. However, each activity adapted in slightly different ways. As described below, Activity 4 (emergency preparedness and response) was the most successful in adaptation, while Activity 3a (school meals) and Activity 2 (nutrition) did not adapt their strategic positioning as much to adjust to changing government priorities.

53. For Activity 1 (vulnerability analysis and mapping), the strategic position of WFP remained mostly the same throughout the period of the country strategic plan – but with an extended client base in the Government. Activity 1 links to the RPJMN dimension of primary sector development, which includes food sovereignty. Enhancing food security and nutrition data-collection systems are also aligned with Presidential Regulation 83/2017 on Strategic Policy on Food and Nutrition.<sup>108</sup> Article 7 of the presidential regulation states that the development of networking and information on food and nutrition is included in the strategic policy of food utilization. WFP continued to provide technical assistance and contributed to the production of specific technical products and systems (FSVA, Food Security Bulletin, VAMPIRE). Based on emerging government interests, Activity 1 could still integrate further elements into VAMPIRE and the FSVA for tracking climate change forecasts and natural disaster risks.

54. The country strategic plan nutrition strategic outcome activities did not adjust with the government prioritization to address stunting within the first 1,000 days. Activity 2 (nutrition), with Activity 3 (social protection), support the Government’s extensive system of social protection programming.<sup>109</sup> However, in August 2017 the President and Vice-President launched a National Strategy to Accelerate Stunting Prevention (StratNas Stunting). In early 2018, the President instructed his ministers to demonstrate in their 2018 national workplans how they were contributing to the reduction in stunting prevalence. One challenge in alignment has been the Government’s focus on health and nutrition in the first 1,000 days of life as a response to the high rates of stunting found in the country. Throughout the period, Activity 2 remained focused on seeking funds in the country strategic plan for the nutrition campaign targeting adolescent girls.<sup>110</sup> Nutrition-sensitive programme messaging to adolescent girls is relevant to the context, but not as a contribution to addressing stunting.<sup>111</sup> Except for WFP support to PKH, the Government’s conditional cash transfer scheme, subsequent or additional engagement in addressing stunting within the first 1,000 days was not articulated in documentation or interviews. Furthermore, in interviews with country office national staff and government respondents, WFP was not really seen as a major actor for stunting prevention. Other United Nations actors and organizations were cited more frequently in terms of engagement on stunting.

55. For Activity 3 (social protection), while Progas, the school meals programme (SMP) is linked in the country strategic plan line of sight to nutrition, this was not the justification used by many of its proponents. The Ministry of Education and Culture (MoEC) complied with the presidential instruction by arguing that their Progas programme

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<sup>107</sup> Law of the Republic of Indonesia Number 24 of 2007 Concerning Disaster Management

<sup>108</sup> President Republic of Indonesia (2017). President Regulation No. 83 Year 2017 on the Strategic Policy on Food and Nutrition

<sup>109</sup> This programming is a government priority and includes the Rastra/BPNT (non-cash e-warung [means e-shop]) programme, “Family Hope programme” (PKH), the national school meals programme (Progas), and the sustainable home-yard food production programme.

<sup>110</sup> According to country briefs, annual reports, and WFP respondent interviews.

<sup>111</sup> The “Family Hope” programme (PKH) does provide conditional cash transfers for pregnant and lactating women, and WFP was tasked with delivering nutrition modules that should have included training on appropriate maternal and child care to prevent stunting. However, these module developments were not frequently referenced by either WFP or government stakeholders – beyond recognizing that they were developed.

contributed to stunting reduction – even though the targeted age group lies outside the first 1,000 days of life. This created a gap in the rationale or promotion of the Progas school meals programme within the Government and may have contributed to what was later observed by the evaluation team in interviews as multiple arguments for the benefits of Progas, including those not related to nutrition. Respondents tended to present four types of rationale for why Progas is implemented: i) contributions to mitigating stunting (although most recognized that this was the wrong age group to address stunting); ii) increasing school attendance (although school attendance is cited as greater than 90 percent to begin with); iii) promoting nutrition of students; and iv) promoting increased life-skills and educational performance by students. Increased nutrition and health – the linkage in the country strategic plan line of sight – was not cited by most respondents as the reason for Progas.

56. In Activity 4 (emergency preparedness and response), WFP adapted its strategic positioning extensively and this reflects the centrality of emergency preparedness and response within government priorities. The country strategic plan document and subsequent annual reports state that Activity 4 is aligned with multiple Sustainable Development Goals, strategic outcomes, or government development directions.<sup>112</sup> The original point of focus on logistics remained, but was adjusted to accommodate other emergent issues – such as social protection in emergencies (e-vouchers), climate change adaptation, and policy frameworks for logistics advice or even for coordination mandates. The wide range of potential alignments contributed to the expanding number of interventions included under the country strategic plan.

57. Nevertheless, WFP influence on national discourse and policy development has been limited due to structural and conceptual factors shaping its initial strategic position. These include an imprecise conceptualization of the legislative landscape and limited policy input, communication and engagement skillsets among country office personnel. The approach of WFP to policy dialogue and input has been, and continues to be, one of the key learning areas for the country office during the transition from direct assistance to an approach stressing closer integration with, and support of, government programming. Given the emphasis on “politics”, “policy input relationships”, and “political communication skills” by interview respondents during the evaluation, an expanded definition of policy input skills is provided in Annex 3 (Section 3.1); it will hopefully help to distinguish between technical policy input as described in country capacity-strengthening frameworks and the policy-level sensitivity required for government engagement. It is necessary to have both an understanding of the legislative landscape and the political astuteness for analysis and engagement in order to enter the dynamic landscape of government ministries and other official entities. These skills have not hitherto been sources of WFP comparative advantage.

58. The application of a CCS-focused country strategic plan supporting the Government was still influenced by implicit assumptions built on direct food assistance programming. The initial positioning of WFP within the country strategic plan was based on the evaluation of the previous country programme and the subsequent strategic review in 2015. Language in the initial country strategic plan document tended to frame the WFP position as if it were engaging in direct project implementation. Furthermore, the country strategic plan document also frames WFP engagement as short term and transitory, language that aligns with the WFP Strategic Plan (2017–2021), which emphasizes phase-out and transition to national or local ownership and control.

59. Policy input analysis and engagement: One of the implicit assumptions was that the structures, frameworks, and staff capacities for policy analysis, communication, and engagement that were appropriate for direct assistance approaches would be sufficient for a CCS-focused country strategic plan.<sup>113</sup> WFP traditionally considers strategic-level agreements with the Government to be the provenance of the Country Director or their deputies as in-country representatives of the organization. Other WFP personnel in direct assistance programming may have practical experience negotiating with government authorities.

60. However, direct assistance programming usually only requires policy-level communication skills to negotiate permission from the Government to carry out activities. In contrast, CCS-focused country strategic plan programming in Indonesia requires greater analysis and understanding of the internal processes of the Government by country office staff. **WFP will need to enter into the communication and discourse on policy development**

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<sup>112</sup> SDG Alignment: #11 (sustainable cities and communities), #16 (strong institutions), or #17 (partnerships), and by proxy to #2 (zero hunger), #3 (well-being), #4 (quality education), #5 (gender equality), and #6 (clean water and sanitation), and Government of Indonesia development direction #4 (improving the quality of life, mitigating natural disaster, and climate change management) of the RPJMN as well as policy #3i (improving logistic disaster distribution management) under development agenda #6.7.4 (preservation of natural resources and disaster management).

<sup>113</sup> See definition of strategic communication in Annex 4.

**to a degree that may not be required with direct food assistance activities or in targeting non-governmental partners.**<sup>114</sup>

61. **Legislative landscape:** When assessing possible points of intervention for policy input, the legislative landscape is significantly more extensive than was reflected in country capacity-strengthening frameworks at the time of design. **Consequently, the country strategic plan document does not specify which are the appropriate legislative levels for WFP input, leading to scattered interventions that target different legislative levels throughout the country strategic plan period.** As an example, Table 2(above) profiled the expansive legislative hierarchy of Indonesia. WFP could provide policy input across many levels. However, country strategic plan design and guidance documents provide only limited outlines of a legislative analysis and engagement strategy (at appropriate levels) for WFP inputs, interactions, outputs and outcomes. Interviewees indicated that, de facto, the primary engagement has been at the level of technical guidance for ministry regulations.<sup>115</sup> WFP respondents and country strategic plan reports suggest that policy inputs and other designated activities often emerged spontaneously from a network of personal and professional relationships, and tended to be ad hoc or required relatively agile responses on the part of country office staff. These relationships are iterative and long term – requiring multiple meetings and relationships over long periods of time to affect policy or agreements, even as new actions required agile adaptation. This emergent dynamic for policy input is at odds with a project-oriented approach.

62. **Measuring progress:** Limitations in WFP knowledge management hamper the potential for reporting on achievements in analysis, communications, discourse, and relationship building for policy-level discussions. The existing corporate monitoring and knowledge management mechanisms (country briefs, annual reports, logframes, and so forth) are not constructed to reflect the time and energy required for affecting policy – or even for achieving a technical product agreement. The technical agreements, or programme documents (ProDocs), signed by the WFP country office with the respective government line ministries describe the delivery of specific products, such as technical studies, systems, or trainings. However, these programme documents cannot capture the more fluid nature of agreements, coalition building, policy input, or advocacy carried out by WFP personnel to influence or inform policies and regulations.

63. Furthermore, in addition to the programme documents, the reporting templates used by WFP country office emphasize summaries of the final products and under-emphasize the investment required to build relationships, such as those mentioned above, prior to any substantive agreement. In order to improve, these policy input areas require their own forms of monitoring and reporting to capture the dynamic nature of communication, analysis, and engagement.

64. The country strategic plan logframes are intended to show achievements primarily by counting four elements: i) number of persons trained; ii) number of technical assistance activities provided; iii) number of coordination mechanisms established; and iv) number of policies influenced. This type of data does not allow for an analysis of where, in the legislative hierarchy, WFP is investing in policy, nor can these indicators reflect whether the level at which WFP is focusing is a strategic investment.

#### 2.1.4. Comparative Advantage and National Priorities

65. The initial country strategic plan strategic positioning differs from the comparative advantages identified by respondents during the field phase on a few key points. The comparative advantages of WFP as perceived by the Government do not always align with the strategic positioning developed in the country strategic plan design. Respondents from both WFP and the Government stated that the primary comparative advantages of WFP were: i) high technical expertise in vulnerability analysis and mapping and emergency preparedness and response, as well as the long technical history of WFP with the school meals programme; ii) the ability to play a coordinating and convening role among the ministries of the Government of Indonesia and/or United Nations partners to convene different government ministries or agencies around common vulnerability analysis and mapping and emergency preparedness and response related issues;<sup>116</sup> iii) the ability to collect best practices from around the world and share them in the Indonesian context; and iv) the reputation and technical expertise to serve as an independent source for the ratification of evidence. The country strategic plan document does not emphasize the coordination and

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<sup>114</sup> The implications of this strategic communication for policy development needs are discussed further in Section 2.4.4.

<sup>115</sup> The reasons why WFP chose this level as the primary point of intervention is not described in any documentation or analysis.

<sup>116</sup> The two most commonly cited examples included the multi-agency working group producing the food security bulletins under Activity 1 and the coordination of the logistics cluster under Activity 4.

convening roles explicitly, and government stakeholders did not mention nutrition specifically as a point of technical expertise for WFP.

66. The majority of government respondents also believed that, with the exception of technical expertise, WFP was not maximizing these comparative advantages. While the country strategic plan is globally aligned with national priorities, its specific thematic focus tended to be slightly different from the expected government priorities. For example, WFP was seen as being technically proficient in vulnerability analysis and mapping, but was not seen as engaging much with climate change. In social protection programming and emergency preparedness and response, there was significant interest in the use of e-vouchers, with which WFP has international experience, but the country strategic plan focused on promoting nutrition sensitivity in social protection and logistics capacity in emergency preparedness and response rather than social protection programming in emergencies. Finally, WFP was not seen as being focused on preventing stunting, but rather on promoting the school meals programme. These slight misalignments result from post-country strategic plan design context shifts.<sup>117</sup>

67. At the same time, WFP country office personnel interviews reflect dissatisfaction with the design process of the country strategic plan and express concern that its activities had been based too much on existing projects from the direct assistance programming. Interviews included observations that limited change management during the design period led to a sense of a “plug and play” approach, where existing projects continued with a similar structure and system; or were not cascaded down from the new country strategic plan approach but instead kept on their original trajectory and sought new justification; or that WFP focused on scaling them down rather than transforming them at the time of the country strategic plan.

68. In terms of the support for the design process, a fairly consistent theme emerged from the country office staff present when the country strategic plan was exploring new ways of engagement with relatively little support. “Learn by doing” was a commonly shared observation, along with “we had to figure things out ourselves”. This was also reflected in the fact that country office staff gave some of the lowest ratings in the quantitative survey to perceived input and support from regional or headquarters offices during country strategic plan development; and overall satisfaction with the country strategic plan design process. Staff noted that they would have appreciated more opportunities to discuss the implications of a country strategic plan approach as a team, given its relative novelty.

#### 2.1.5. Alignment to the wider United Nations partnership

69. The country strategic plan was designed to collaborate with the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children’s Fund (UNICEF), the World Health Organization (WHO), and the Office for the Coordination of Humanitarian Affairs (OCHA), and these agencies were consulted to ensure that the country strategic plan complemented the work of the other United Nations agencies. Because the primary point of orientation of the WFP country strategic plan is with and through the Government of Indonesia, the country strategic plan has no agreement (project document) with any organization beyond government bodies.

70. There are partnerships with the United Nations and other actors in the implementation of project agreements, for example, partnerships with FAO and other actors during the production of the FSVA and food security bulletins in Activity 1, or the participation in the cash/voucher technical working group with other actors in Activity 3. The logistics cluster related to emergency preparedness and response was reactivated during the Sulawesi response as well, and other interviewees expressed hope that WFP would continue to be proactive in convening and coordinating this cluster. The most recent UNPDF annual report cited a number of WFP accomplishments, including vulnerability analysis and contributions to emergency preparedness within its framework.

## 2.2. EVALUATION QUESTION 2: RESULTS - EXTENT AND QUALITY OF WFP CONTRIBUTION

### 2.2.1. Results - Country Strategic Plan Outputs and Outcomes – Specific WFP Actions Within Capacity Dimensions

71. Three potential levels of indicators can be assessed to track the logic of WFP actions within the framework of the Sustainable Development Goals: i) strategic outcome indicators (or their proxy); ii) intermediate capacity development indicators connected to the country capacity-strengthening framework; and iii) output indicators for each of the activities. **The first two levels of indicators are not included in country strategic plan logframes**

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<sup>117</sup> See Section 2.1.3.

and the third level (outputs) is considered by the evaluation team (and country office personnel) for reasons outlined in Section 1.1.3 to be inadequate for capturing the results of the country strategic plan. The evaluation assessed the activities carried out by WFP in support of the capacity-strengthening dimensions. This section profiles country strategic plan achievement of outputs by activity, organized according to the three strategic outcomes: food security, nutrition, and emergency preparedness capacity based on the logic chain as described in Annex 9.<sup>118</sup>

72. **The activities carried out within the country strategic plan evolved over time**, and it is important to capture not only the final outputs achieved, but also the evolution of adjustments. Therefore, for each activity review, the description of outputs is divided into two sections: i) a summary table and narrative of outputs, key achievements and products; and ii) a description of the evolution of the activity during the country strategic plan. Capacity-strengthening achievements are organized by trainings, systems, technical studies, and policy inputs.<sup>119</sup>

#### 2.2.1.1. Output 1.1: National and sub-national food security, data collection and analysis systems enhanced (Strategic Outcome 1: Reduced food insecurity)

73. **Activity 1 (Vulnerability analysis and mapping)**: The outputs reported<sup>120</sup> significantly exceed the target values set in the country strategic plan logframe for these indicators. Activity 1 products were among the accomplishments most appreciated by government stakeholders, as noted in interviews. The food consumption modelling study was seen by government respondents as providing important inputs for the new government plans. The FSVA and VAMPIRE systems were mentioned by respondents in interviews as important data sources for enhanced decision-making on targeting, including the rollout of the national Progas.<sup>121</sup> The VAMPIRE system installed in the President's Office was reported by WFP and government respondents as being used to inform presidential instructions and regulations regarding food security or nutrition, including instruction on the food law from 2012 (Law 8/2012).<sup>122</sup> Table 6 describes the key outputs under Activity 1.<sup>123</sup>

**Table 6: Activity 1 - activities, outputs and achievements**

SO1: Reduce severe food insecurity by one percent per year, prioritizing most vulnerable people and regions using an evidence-based approach			
Output indicators	Target	Value	Percent
Number of people trained	72	203	282
Number of technical assistance activities provided	11	11	100
Number of training sessions and workshops organized	9	4	44
Number of partners supported	4	5	125
Number of national coordination mechanisms supported	3	3	100
Dimension	Key achievements		
Trainings	<ul style="list-style-type: none"> <li>Provision of geographic information system (GIS) or VAMPIRE support to Sri Lanka, Timor Leste, and Papua New Guinea WFP country offices</li> <li>Training of personnel from the Indonesian Agency for Meteorology, Climate, and Geophysics (BMKG) on integrating remote sensing data into systems</li> <li>Subnational trainings on FSVA (various)</li> <li>Subnational trainings on drought modelling through remote sensing data (various)</li> <li>Technical workshop on FSVA provided to central/national government stakeholders</li> </ul>		

<sup>118</sup> To understand the extent and quality of the WFP contribution to the achievement of SDG 2 as indicated in the CSP line of sight (Figure 1), the evaluation team established the analytical framework around the following four questions in order to articulate a chain of connection from the SDG to the specific actions carried out by WFP: 1. What has changed in the national context since the beginning of the CP/CSP related to SDG 2? 2. In which dimensions has WFP focused its support to the Government of Indonesia related to the SDG 2? 3. Within these dimensions, what have been the specific activities that WFP has carried out to achieve capacity strengthening? 4. To what degree can the link between specific activities be logically associated with changes in the national context?

<sup>119</sup> This categorization cannot easily capture the additional relationship-building work required for government collaborations, and when these are cited in reports, these are placed under "Systems".

<sup>120</sup> In WFP Indonesia standard project reports/annual country reports

<sup>121</sup> Qualitative interviews triangulated with ACRs and country briefs. FSVA is used to identify key stunting priority districts that were also food insecure for targeting Progas activities.

<sup>122</sup> Also cited in 2018 ACR and 2018 country briefs. Specific examples cited could not be triangulated with other evidence sources, but respondents reported high degrees of satisfaction with the technical quality of the system for making data-based decisions.

<sup>123</sup> Country strategic plan logframe reporting for this activity from the most recently available annual report (2018) as well as the capacity-strengthening contributions abstracted from the country briefs, annual reports, and stakeholder interviews.

	<ul style="list-style-type: none"> <li>• Training for BMKG for effective communication of technical information</li> <li>• Training for BMKG on innovations in disaster impact estimation</li> </ul>
Systems	<ul style="list-style-type: none"> <li>• Generation of food security bulletin with consortium of organizations</li> <li>• Generation of FSVA with the National Food Security Agency (BKP)</li> <li>• Development of VAMPIRE system with BMKG</li> <li>• Installation of VAMPIRE in President's Office</li> <li>• Installation of VAMPIRE in BMKG</li> </ul>
Technical studies	<ul style="list-style-type: none"> <li>• Food consumption by 2045 modelling study requested by the Ministry of National Development Planning (Bappenas)</li> <li>• Gender perspective in food security study with BKP</li> <li>• Food security bulletin linked to 100 priority stunting districts with consortium of agencies</li> <li>• Market assessment survey – Sulawesi response for BNPB</li> <li>• Market assessment survey – Sunda Straits response BPNB</li> <li>• Displacement tracking matrix assessment Sulawesi response for MoSA</li> </ul>
Policy input	<p><b>Targeting:</b></p> <ul style="list-style-type: none"> <li>• FSVA data used in village section for village budget allocation (Ministry of Villages)</li> <li>• FSVA data used for identifying schools for inclusion in nutrition campaigns (MoEC/MoH)</li> <li>• FSVA data used for identifying food-insecure districts in SMP (MoEC)</li> <li>• FSVA will be used as basis for targeting for government programmes/interventions related to food security and nutrition by seven ministries, based on a cooperation agreement signed by BKP and seven other Echelon I work units (across six ministries) in October 2019</li> <li>• Displacement tracking matrix used by MoSA for food aid and kitchens establishment during Sulawesi response</li> </ul> <p><b>Policy development:</b></p> <ul style="list-style-type: none"> <li>• Input into presidential decree on food security and nutrition (no. 83/2017) (integration of two systems)</li> <li>• Input into inter-ministerial decree to govern roles and responsibilities in technical working group for food security monitoring</li> <li>• High level policy dialogue on food security</li> <li>• Input into RPJMN 2020 and new long-term development plan 2025 via food consumption modelling study</li> </ul>

74. WFP contributed to the development of integrated data platforms through multiple interventions.<sup>124</sup> Government stakeholders consistently cited the work of the vulnerability analysis and mapping activity in these platforms and highlighted the potential of these integrated systems to generate real-time, reliable data for making decisions regarding budgeting and regional allocations.<sup>125</sup>

75. Over the period of the country strategic plan, Activity 1 shifted from subnational trainings and engagement to supporting national-level systems.<sup>126</sup> In the early period of the country strategic plan, there was frequent mention of carrying out subnational trainings (before the end of 2017). Since 2018, the Activity 1 accomplishments have highlighted national-level work. The country office's expertise in vulnerability analysis and mapping is valued throughout the South-East Asia and Oceania region, with country briefs reporting WFP Indonesia's support for geographic information systems and the VAMPIRE system in other country offices, including Timor Leste, Sri Lanka, and Papua New Guinea.

76. Although primarily oriented to food security, the activity also provided relevant support to emergency preparedness and response. During the Sulawesi and the Sunda Strait responses, the Activity 1 sector engaged in direct implementation by conducting food security and marketing surveys to assess food prices and availability.<sup>127</sup> The direct implementation component is rare in the country strategic plan and is only found in relation to the role

<sup>124</sup> FSVA and VAMPIRE systems integrated merged data from disparate systems to provide an integrated platform for enhanced decision-making, including targeting key stunting priority districts that were also food insecure for Progas activities, and integrating climate modelling data with agricultural data for enhanced measurement of transient food security by the Food Security Agency (BKP). WFP also supported a technical working group led by the Meteorology, Climate, and Geophysics Agency (BMKG) to periodically produce the food security bulletins. These bulletins developed specialized topics, including a gender-sensitive food security assessment and a food security assessment to prioritize the 100 districts for extra focus on mitigating stunting.

<sup>125</sup> The utility of the food security analysis studies is further endorsed by the quantitative survey, which gave by far the highest rating to the contribution of technical studies for food security analysis.

<sup>126</sup> From document review of country briefs and ACRs and triangulated by qualitative interviews with WFP personnel.

<sup>127</sup> This survey was developed under the forum of the food security sub-cluster, which provided a coordinating function during the responses. The direct implementation support was also seen in WFP collecting information in a displacement tracking matrix that was later used by MoSA to inform decisions regarding food distribution and the establishment of food kitchens.

of WFP in the Sulawesi response, where the country office took a more direct role. This had positive cascade effects described later (section 2.2.1.4).

77. The case of the food consumption modelling study provides an illustrative example of the potential for providing technical data to influence government policy in a long-term capacity-strengthening approach. Over an implementation period of more than two years (from first request in mid-2016 to final approval in late 2018), the findings from the food consumption modelling study, according to government and WFP respondents, were central to the development of the new food security strategies integrated into the next RPJMN. Because of the flexible response provided by a country strategic plan approach, an unfunded request from the Government emerging from a conversation three years earlier contributed significantly to policy input in 2019. The implications of this illustration illuminate the need for a) continual engagement with government stakeholders, b) flexibility to respond to emergent issues, and c) a long-term perspective that requires multiple years and conversations to succeed.

78. **The importance of skills in navigating strategic relationships was not adequately considered.** Representatives from the Ministry of Education and Culture, the Ministry of Health (MoH), BKP, the President's Office, the BMKG, the Ministry of Social Affairs, and BNPB all reported using products that WFP supported or implemented. The one major ministry that does not appear on this list is the Ministry of Agriculture (MoA) – even though BKP is administratively part of that ministry.<sup>128</sup> There were relationship issues with the Ministry of Agriculture due to discrepancies between forecast data generated in the food security bulletins and data generated by that ministry.<sup>129</sup> At the time of the evaluation exercise in August, WFP personnel still did not consider the relationship with the Ministry of Agriculture to be on very solid ground, although anecdotal reports suggest that there may have been improvements in the last semester of 2019. This falls outside of the time period under review, but does represent a positive development.

79. **The difficulties of WFP aligning its internal systems with the government processes limited opportunities for Activity 1.**<sup>130</sup> This was due to the need to consolidate budget information in line with the Government's reporting requirement<sup>131</sup> and to respond to emergent requests for support from the Government. For the former need, the budget report regarding WFP activities and expenditures related to the FSVA was not sufficiently detailed to respond to Ministry of Finance (MoF) requirements.<sup>132</sup> This created relationship difficulties with the Ministry of Finance and led to an official perception that WFP was not transparent with its budget information – even as it also sought funding from the Government. Misalignments in responding to government requests for support, were due to different understandings of the support mechanisms among WFP staff.<sup>133</sup> This leads to two important implications: i) there are other government entities that would appreciate more WFP support for evidence and data, and ii) the understanding of the mechanism for providing this support is not always perceived in the same way.

80. There is a strong consensus among government respondents that WFP work in vulnerability analysis and mapping was relevant, and a belief that WFP could play a continued strategic role in connecting agricultural, food security and nutrition data. Climate change adaptation and forecasting slow-onset disasters such as long-term drought is a particularly important theme raised by both government and WFP stakeholders. Respondents, especially from the Government, believed that WFP should play a more active role in high-level policy development, building on its technical expertise in producing and disseminating food security and vulnerability data products and integrated data systems. Currently, the integrated data systems have the potential to expand to a variety of sectors.

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<sup>128</sup> The Ministry of Agriculture's 2015 five-year action plan cites the use of the 2015 FSVA, prior to the current CP/CSP under review.

<sup>129</sup> The bulletins forecast suggested significantly lower rice production than the ministry forecast. This was not solely a technical issue, but the discrepancies had implications in terms of budget allocations and policies that led to difficulties for formal government validation of the food security bulletins. As a result, a few of the bulletins were not officially ratified or published.

<sup>130</sup> This dynamic is also covered in the resource efficiency section (EQ 3).

<sup>131</sup> According to the BKP interviews, FSVA has been registered to the Ministry of Finance, so the BKP have to report the budget as per the MoF template. The budget report shared by WFP was not sufficiently detailed to respond to the MoF requirements. This is currently being addressed by the Activity 1 team for future reporting on the FSVA.

<sup>132</sup> This is currently being addressed by the Activity 1 team for future reporting on the FSVA.

<sup>133</sup> WFP Activity 1 technicians reported that they had been asked by other agencies for support, but they said that, because their ProDoc for Activity 1 is signed with a specific line ministry, they do not have the flexibility to engage with other entities, even if requested. Other respondents in WFP claimed that this procedural limitation had been addressed by an inter-ministerial decree on the food security technical working group's roles and responsibilities.

2.2.1.2. Output 2.1: Tailored balanced diet promotion campaigns adequately delivered to targeted populations (Strategic Outcome 2: Desirable dietary patterns: Part 1)

81. Activity 2 (Nutrition):<sup>134</sup> The planned Activity 2 campaign on nutrition messaging was not implemented until the start of the evaluation due to resource shortfalls. Table 7 describes the country strategic plan logframe reporting for this activity.

**Table 7: Activity 2 – activities, outputs and achievements**

<b>SO2: An increased percentage of Indonesia consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 percent by 2019</b>				
Output indicators <sup>135</sup>		Target	Value	Percent
Number of men exposed to WFP-supported nutrition messaging		500,000	NA	NA
Number of women exposed to WFP-supported nutrition messaging		1,500,000	NA	NA
Number of targeted caregivers (women and girls) receiving three key messages delivered through WFP-supported messaging and counselling		650,000	NA	NA
Number of targeted caregivers (men and boys) receiving three key messages delivered through WFP-supported messaging and counselling		150,000	NA	NA
Number of national coordination mechanisms supported		2	NA	NA
Dimension	Key accomplishments			
Trainings	NA			
Systems	<ul style="list-style-type: none"> <li>• Technical support to nutrition modules of “Family Hope” programme (PKH) in MoSA</li> <li>• Healthy breakfast campaign integrated into piloted schools in 2017 (via SMP) and implemented with MoH and MoEC</li> </ul>			
Technical studies	<ul style="list-style-type: none"> <li>• Cost of diet (CoD) study prepared for Bappenas</li> <li>• Adolescent consumption study support for MoH</li> </ul>			
Policy input	Targeting: Not applicable Policy Development: <ul style="list-style-type: none"> <li>• Cost of diet study led to alteration of e-voucher menu to include eggs and eliminate sugar in social protection package in MoSA</li> <li>• Input into presidential decree on GERMAS<sup>136</sup></li> <li>• Cost of diet study led to alteration of e-voucher menu to include eggs and eliminate sugar in MoSA's BPNT social protection package</li> </ul>			

82. Activity 2 continued to seek funding for nutrition-messaging campaigns and provided cross-cutting support to Activity 3b studies in social protection. The original logic for this activity had been to support the 2017 presidential decree on a healthy lifestyle movement, GERMAS, which has the aspiration to change Indonesian dietary patterns. Country strategic plan documents focused on the development and promotion of awareness campaigns to change consumption behaviour among Indonesians. The nutrition activity shifted away from involvement in these campaigns and toward more cross-cutting support to social protection programming. Because of this, the selected output indicators became less relevant for tracking progress and nutrition activities became more episodic.<sup>137</sup> Products included technical support to revise the nutrition content in the PKH social protection programme training modules and the cost of diet study.<sup>138</sup>

2.2.1.3. Output 2.2: National social protection and school meal programmes designed to improve the nutrition status of recipients (Strategic Outcome 2: Desirable dietary patterns: Part 2)

83. **Activity 3 (school meals and social protection):** In Activity 3, the school meals programme and the social protection segments were eventually split into two sub-activities and placed under different activity managers. However, the logframe reporting combines them into a single Activity 3 report, which blurs the contributions of each to their individual sectors. Progas, the school meals programme involved intensive promotion and training of

<sup>134</sup> The country office tends to use the word “nutrition” as an easy reference to Activity 2 and this practice is used throughout the narrative.

<sup>135</sup> Activity 2 was postponed due to lack of funding. The intent is to resume in 2020 if funding becomes available.

<sup>136</sup> Emphasis on increasing dietary diversity and increased fruit and vegetable consumption.

<sup>137</sup> As noted in the section on strategic positioning, the CO has maintained an aspiration to eventually fund a nutrition campaign.

<sup>138</sup> Shared with Activity 3b (social protection).

subnational stakeholders for rollout of the programme. Coupled with the expansion of Progas to 64 districts with high stunting rates in 2018, **the number of people trained and the number of technical assistance activities increased substantially over the projected targets**. Table 8 is a summary of the country strategic plan logframe indicators with subsequent differentiation of school meals programme and social protection achievements, drawn from document review.

**Table 8: Activity 3 – activities, outputs and achievements**

<b>SO2: An increased percentage of Indonesia consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 percent by 2019</b>			
Output indicators	Target	Value	Percent
Number of technical assistance activities provided	25	79	316
Number of government/national partner staff receiving technical assistance and training	240	0	0
Number of people trained	2070	3851	186
Number of technical assistance activities provided	33	87	264
Number of policy reforms identified/advocated	2	2	100
Dimension	Key achievements – school meals programme		
Trainings	<ul style="list-style-type: none"> <li>• Healthy breakfast campaign sponsored by MoEC ad MoH</li> <li>• SMP district training in eight districts to education stakeholders (2017)</li> <li>• SMP district trainings for targeted expansion to education stakeholders (2018)</li> <li>• Awareness missions to six districts to education stakeholders (2018)</li> <li>• Provincial and district-level trainings on Progas to education stakeholders (2017, 2018, 2019)</li> </ul>		
Systems	<ul style="list-style-type: none"> <li>• Modules and technical guidance development for Progas to MoEC</li> <li>• Development of online monitoring tool for Progas to MoEC</li> </ul>		
Technical studies	<ul style="list-style-type: none"> <li>• Data collection with Cargill for private-sector partnership for SMP implementation (2017)</li> <li>• Systems Approach for Better Education Results (SABER) analysis with World Bank (2017-2018)</li> <li>• Endline study of Progas impact for MoEC (2017)</li> <li>• Cost-benefit analysis of Progas investment for MoEC (2018)</li> </ul>		
Policy input	<p><b>Targeting:</b></p> <ul style="list-style-type: none"> <li>• Increase of Progas from 4 districts to 11 districts (2017)</li> <li>• Increase of Progas from 11 districts to 64 districts (2018)</li> </ul> <p><b>Policy input:</b></p> <ul style="list-style-type: none"> <li>• Technical studies used to advocate to district governments for Progas adoption</li> <li>• Pidie District Government allocates district budget for multi-year Progas support (2018)</li> <li>• Five district governments have now allocated district budget to support Progas (2019)</li> <li>• Technical recommendation to shift Progas from ministerial budget to national programme</li> </ul>		
Dimension	Key achievements – social protection		
Trainings	<ul style="list-style-type: none"> <li>• None cited</li> </ul>		
Systems	<ul style="list-style-type: none"> <li>• Participation in cash voucher assistance technical working group with consortium of organization</li> <li>• Technical support to the “Family Hope” programme (PKH) nutrition modules for MoH and MoSA</li> </ul>		
Technical studies	<ul style="list-style-type: none"> <li>• Technical supply chain assessment of cashless electronic card for food purchases in social protection for MoSA (2016)</li> <li>• Cost of diet study for MoSA</li> </ul>		
Policy input	<p><b>Targeting:</b> Not applicable</p> <p><b>Policy input:</b></p> <ul style="list-style-type: none"> <li>• Cost of diet study led to alteration of voucher menu to include eggs and eliminate sugar in social protection package in MoSA</li> <li>• Integration of nutrition messaging into PKH social protection programme under MoH and MoSA</li> <li>• Input into RPJMN 2020 on e-vouchers for food in social protection under MoSA</li> </ul>		

84. Regarding **school meals programming**, the Government’s Progas programme<sup>139</sup> is wholly managed and implemented by the Ministry of Education and Culture, with only technical support from WFP. The national budget

<sup>139</sup> The Progas contained three different components: i) the provision of the school meals; ii) nutrition education programming; and iii) life skills training to children. While WFP provided materials in all three sectors, respondents at all levels primarily mentioned only the first component in interviews, suggesting that this is the primary role that they saw for WFP. The Progas model is implemented during a six-month timeframe, and participating schools initially received 120 meal days per student per school. The number of feeding days per year decreased from 120 in 2016 to 108 in 2017, 98 in 2018, and finally 60 in 2019. Progas is a formal part of the MoEC, but the amount of budget allocated to the programme is variable from year to year.

support for a particular school only lasts for one year before it is moved to a new school, with a few exceptions where support continued for two or three years. The expectation is that, after the first year, funding would be taken up by the district government as a collaboration between the District Offices of Education and Health, and eventually supported by the local school stakeholders themselves.

85. Technical assistance provided by WFP for Progas involved: i) district- and provincial-level trainings and awareness-raising actions to promote Progas and encourage local authorities to support the programme; ii) technical support on the development of the training modules, technical guidance and systems for monitoring at the national level; and iii) sponsoring studies that showed the success of Progas and the return on the investment.<sup>140</sup>

86. The promotion of Progas and rollout to districts amid debates on budget allocation are illustrations of the challenges and implications for WFP of entering the larger policy landscape and supporting legislation or government programming within official processes. The need to provide a justification for increasing the Progas budget allocation within the Ministry was a key factor for the support WFP provided to the various Progas-related studies (the mid-term evaluation, cost-benefit analysis, and economic impact study). With WFP support, the Ministry of Education and Culture champions of Progas were able to broker agreements to increase the rollout of Progas (and therefore obtain an increase in its budget allocation) from 4 districts in 2016 to 11 districts in 2017 and 64 districts with high stunting rates in 2018.<sup>141</sup>

87. Despite the Progas expansion and increased funding in 2016–2018, changes in the government landscape have led to Progas losing support, with the budget reduced by half. There are a wide range of strategic factors that could have influenced the decision to reduce the budget. Respondents did not point to any single factor. There were frequent allusions from a variety of government and internal WFP stakeholders to the inability of WFP to communicate technical findings in a way that could influence policy debates. Yet the negotiations for increased budget allocation continue, as Progas is one of the national priority programmes to improve nutrition and nutrition-related behaviour among school-aged children. There is a possibility that a school feeding-related indicator will be integrated into the next RPJMN. If this occurs, it may lead to additional policy decision-making that could strengthen the position of Progas as a national programme and create the national budget line in the future.

88. On the positive side, there is significant enthusiasm for Progas at the school level, and stakeholders reported increasing evidence of buy-in at the local levels. WFP field staff – for example the sub-office personnel in Timor and the staff stationed in Pidie – are much more present for this activity than in the other activities, and district-level stakeholders strongly appreciated the extra support and presence. The schools visited during the case study reported that they received significant training and materials for school meal preparation, although they tended to cite this support as coming from the WFP staff rather than Ministry of Education and Culture. If the next RPJMN does include an indicator related to quality of meals in schools, this would help cascade the uptake of Progas to the subnational levels.

89. The school meals programme was among the most stably funded activities within the country strategic plan, involving support from a private-sector partnership with Cargill<sup>142</sup>. Cargill initially approached WFP for technical support in implementing the Progas programme in the districts where it operated. These districts were not part of the normal Ministry of Education and Culture-targeted districts for the school meals programme. Cargill support and collaboration helped sustain overall school meal programme costs in WFP.

90. Nevertheless, the approach of WFP to rollout through district-by-district advocacy may not have been the most efficient mechanism for encouraging national rollout. WFP staff invested a significant amount of time in subnational promotion and training compared to other activities in the country strategic plan.<sup>143</sup> Even though the sponsored studies highlighted positive changes as a result of Progas investment,<sup>144</sup> and even though WFP invested

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<sup>140</sup> Abstracted from ProDocs, country briefs, and ACRs, and supplemented by qualitative interviews.

<sup>141</sup> The increase to 64 districts was influenced to some extent by the presidential instruction for all ministries to show efforts to mitigate stunting. The MoEC opted to increase the Progas budget to comply. Budget allocation for Progas was linked to the unit cost per meal per student, which had risen by 25 percent since 2016. WFP sponsored a supply chain and cost analysis workshop in 2018, which successfully promoted a reduction in costs. In addition, WFP contributed to the selection of the districts by promoting a prioritization of districts with both high stunting rates and food insecurity based on analysis of the FSVA data.

<sup>142</sup> <https://www.wfpusa.org/articles/harvesting-hope-how-cargill-is-helping-farmers-and-students-in-indonesia/>

<sup>143</sup> This can be seen from the significant over-achievements of the Activity 3 targets in the CSP logframe where the number of people trained was 186 percent over-achieved and the number of technical assistance activities provided was 264 percent of the target number (Table 10).

<sup>144</sup> The Progas endline assessment reported increases in nutrition knowledge and the cost/benefit study estimated that for every USD 1 invested in Progas, USD 6.2 was generated for the national economy.

considerable human and financial resources for awareness raising at subnational levels, less than 15 percent of all districts in the country have had even one year of Progas programming from Ministry of Education and Culture support. Further, only five districts allocated local budgets to support Progas, and only one of these was a multi-year Progas allocation.<sup>145</sup> The cost of the Progas programme was one of the primary barriers to its continued support by the Ministry of Education and Culture. The programme is seen as significantly more expensive than an earlier supplementary feeding programme for school children (PMTAS), and the Progas end-line assessment reported that costs increased each year (although it did not say why).

91. **The multiple justifications for defending Progas may have obscured its intended purpose.** The potential costs of the Progas programme and the difficulty with district-level coordination represent the most significant challenges for national rollout, but it may be that the conflation of multiple justifications for why Progas is important could be hampering its promotion, as noted in the strategic positioning section.

92. **The implementation of the school meals programme did not make substantive contributions to the nutrition strategic result.** There has been positive progress on national dietary indicators (see Section 2.2.1.5). However, any contributions by the school meals programme to these dietary changes seem minimal. The provision of 120 feeding days over one six-month period to 100,000 children (out of a country with a population of nearly 300 million) will not have a significant direct influence on a national dietary indicator. Potentially a national rollout and scale-up could affect a larger number of children and therefore have a greater influence, but relying on a nutrition indicator for justifying the programme may not be the most convincing strategy for gaining greater support from the Ministry of Education and Culture.

93. **The second Activity 3b sub-activity (adaptive social protection)** is oriented toward support of social protection programmes and the relationship with the Ministry of Social Affairs. The country strategic plan document described a range of proposed activities under this dimension, including: i) advice on cash and food-based targeting; ii) increasing awareness of dietary diversity; and iii) the adaptation of social protection programmes to emergencies, including electronic, cash-based, and in-kind transfers.

94. Most of these activities were suspended,<sup>146</sup> and programme reports mentioned only three products that were generated under this sub-activity: 1) a technical supply chain assessment of cashless electronic cards for food purchases in 2016, 2) the cost of diet study in 2017, and 3) the adaptations of the PKH nutrition modules in early 2018. The adjustments to the PKH training modules regarding nutrition messaging appeared to have been forgotten by national government stakeholders interviewed in this evaluation due to personnel transitions in the Ministry of Health.<sup>147</sup> This loss of technical product illustrates the challenges of a single product delivery approach.

95. Ongoing strategic relationship-building with the Ministry of Social Affairs and participation in working groups by the Activity 4 manager indicates that there is untapped potential for the Activity 3b sub-activity to contribute to further technical support to the Government. Stakeholders within the Ministry of Social Affairs suggested that a significant ministry priority is the refinement of the technical systems regarding e-vouchers and social assistance, as well as their application in emergencies. It is likely that WFP participation in the cash/voucher technical working group throughout the country strategic plan contributed to the input provided to the Government. This has not yet been a point of focus in the country strategic plan, but given the worldwide credibility of WFP in electronic transfer modalities in emergency situations, there exists untapped potential to contribute to these elements in the future.

96. The cost of diet study was one of the most appreciated studies produced by WFP and was seen as another example of how technical studies could contribute to policy in the right circumstances and as part of a long-term relational approach. The Ministry of Social Affairs social protection programme to which the cost of diet study contributed is one of the most prominent social protection packages provided by the Government of Indonesia, and

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<sup>145</sup> 2018 ACR, 2019 Annual Performance Plan, 2018 country briefs. Subnational activities by WFP emphasized awareness raising and promotion of the Progas programme in an effort to convince more district governments to allocate funds to Progas after the one year of national MoEC support had finished. In spite of the advocacy efforts, the national budget for Progas was cut in 2019 by the MoEC, leading to a reduction in the number of meal days from 120 per student to 60 per student over a six-month period. Since the national budget allocations to Progas would otherwise be allocated by other MoEC or district education directorates to needs such as curriculum development or teacher training, budget distribution debates are significant in the MoEC. The district-level support was also hampered because Progas is a cross-sector initiative involving support from the MoH through the subdistrict health centre staff. Moreover, even if multi-year district-level budgets are available for Progas, sustainability remains the big challenge as different schools are targeted every year within the districts.

<sup>146</sup> Due to funding constraints (see Annex 9 - 9.8).

<sup>147</sup> Ministry officials claimed that WFP never completed these modules. However, programme reports confirm that these were completed.

the policy inputs from the study will affect millions of people. The elimination of sugar and addition of eggs to the voucher menu and the increase of the transfer amount by about USD 2.5 per month per household will likely have a small but positive effect on Indonesian national dietary patterns.

#### 2.2.1.4. Output 3.1: National humanitarian supply network is enhanced (Strategic Outcome 3: Emergency preparedness and response)

97. All of the reported output indicators of Activity 4 (emergency preparedness and response) exceeded the targets with the exception of “number of policy reforms identified and advocated”. Table 9 summarizes the country strategic plan indicators and key achievements.

**Table 9: Activity 4 –activities, outputs and achievements**

<b>SO3: Indonesia’s emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters</b>			
Output indicators	Target	Value	Percent
Number of technical assistance activities provided	18	24	133
Number of people trained	400	515	128
Number of policy reforms identified/advocated	4	2	50
Number of national coordination mechanisms supported	3	5	167
<b>Emergency response indicators (Sulawesi)</b>			
Number of agencies and organizations using coordination and logistics services	20	51	255
Number of cluster coordination meetings conducted	13	18	139
Number of emergencies supported	2	2	100
Number of information management products produces and shared	13	48	369
Number of mobile storage units made available	6	6	100
Number of trucks made available	40	40	100
Percentage of logistics requests filled	100	100	100
<b>Dimension</b>	<b>Key achievements</b>		
Trainings	<ul style="list-style-type: none"> <li>• Training modules on logistics “training of trainers” (ToT), incident command systems, disaster management and logistics management developed for MoSA (2016)</li> <li>• Support to training on emergency response – Tagana<sup>148</sup> coordinators through MoSA (2017)</li> <li>• Disaster simulations with MoSA Tagana coordinators (2017)</li> <li>• Provincial level logistics refresher – Tagana coordinators through MoSA</li> <li>• Trained 500 individuals during logistics capacity assessment (LCA) with MoSA</li> <li>• Training on strategic logistics planning toolkit modules adapted from 2016 modules for MoSA</li> </ul>		
Systems	<ul style="list-style-type: none"> <li>• Provincial emergency logistics response plan – Yogyakarta (2017)</li> <li>• Establishment of logistics hubs (ongoing) with BNPB</li> <li>• Establishment of provincial logistics clusters with Provincial Disaster Management Agency (BPBD)</li> <li>• Inter-agency collaborations with United Nations country team (UNCT)</li> <li>• Participation in logistics coordination group with UNCT</li> <li>• Development of EPR early warning toolkit (Strategic Logistics Planning Toolkit) for MoSA</li> <li>• Activation of food security and livelihoods cluster with BNPB</li> <li>• Coordination of international logistics – Sulawesi response with BNPB and MoSA</li> <li>• Coordination with Indonesian Red Cross (PMI) and International Federation of the Red Cross and Red Crescent (IFRC) and others during Sulawesi response</li> <li>• Low profile support to BNPB and MoSA during the Lombok emergency response (managed by the Government of Indonesia)</li> <li>• Low profile support to BNPB and MoSA during the Sunda Strait emergency response (managed by the Government of Indonesia)</li> </ul>		
Technical studies	<ul style="list-style-type: none"> <li>• Technical assessment for logistics hub sites (2016) with BNPB and consortium</li> <li>• Updating UNCT contingency plan</li> <li>• Emergency preparedness assessment surveys – MoSA</li> <li>• LCA – provincial level (Agung volcano (2017) – Subnational Disaster Management Agency (BPBD)</li> <li>• Study on resilient villages emergency committees – best practices (2018) – MoSA</li> <li>• Logistics capacity assessment for East Java (2018) with BPBD</li> <li>• Market assessment Sulawesi response with MoSA</li> </ul>		

<sup>148</sup> Tagana is a talent pool of emergency response volunteers.

	<ul style="list-style-type: none"> <li>• Market assessment Sunda Straits with MoSA</li> </ul>
Policy input	<p><b>Targeting:</b></p> <ul style="list-style-type: none"> <li>• Displaced tracking matrix improved targeting of MoSA food aid during Sulawesi response</li> </ul> <p><b>Policy Input:</b></p> <ul style="list-style-type: none"> <li>• Input on Humanitarian Logistics Master Plan (HLMP) – originally requested in 2016, submitted in 2017, and formally approved in 2018</li> <li>• Standard operating procedures (SOP) development with MoSA for EPR</li> <li>• Provincial LCAs and establishment of provincial logistics clusters</li> <li>• Strengthened relationship with coordinating ministry to improve logistics coordination between BNPB and MoSA</li> <li>• Activation of food security and livelihoods cluster</li> <li>• National logistics cluster formation</li> </ul>

98. Activity 4 (emergency preparedness and response) has seen the most evolution and expansion of any of the activities during the current cycle of country strategic plans. The original articulation of this activity solely focused on the establishment of six logistics hubs with the BNPB (also see paragraph 106), and the country strategic plan document also noted that WFP would not deliver food assistance except during a Level 3 humanitarian crisis. What was not anticipated was how WFP should become involved in multiple smaller emergencies occurring within a short period of time.

99. Initial WFP actions tended to be directed towards technical assistance to subnational trainings and visits to government field offices, even though the intended government counterpart for this activity was the BNPB at the national level. The strategic review identified the existence of multiple entities in the Indonesian context that had overlapping mandates for emergency preparedness and coordination, and noted that these mandates could lead to tensions as WFP formed agreements with the various actors. During the first months of the country strategic plan, since none of the entities technically assisted by WFP are part of the BNPB – and since, for a variety of reasons, WFP was expanding its Activity 4 interventions to include provincial-level entities like BPBD,<sup>149</sup> the Subnational Disaster Management Agency, and the Ministry of Social Affairs – WFP gave the impression to BNPB that it was not engaging with their intended primary government counterpart. This had important strategic implications on the government partnership, and some respondents noted that the BNPB had complained to at least one donor regarding WFP interactions outside of their agreements.

100. **The Sulawesi response marked an unintentionally positive turning point in the activity engagements.** When the Sulawesi response emerged, the Government, for the first time since the Aceh tsunami, allowed international assistance to be provided because it was already overextended from the Lombok response. The overall response coordination was led by the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre) on disaster management, and WFP became the lead agency for the coordination of international logistics, although this took some time to emerge. The subsequent international response team was composed of Indonesian WFP staff members from around the world as well as available WFP country office personnel – all dispatched to support the logistics coordination in central Sulawesi.

101. Stakeholders across all levels and categories were uniformly positive regarding WFP coordination of the international logistics role in the response. The WFP country office reported struggling with the timely completion of planned activities in the country strategic plan, because office staff from all sectors, as well as many of their government counterparts, were seconded to support the central Sulawesi field response. However, unanticipated positive effects emerged from this direct action. The role of WFP in terms of coordination provided a blueprint or model for what effective coordination might look like in a response, which helped government counterparts such as the BNPB have a clearer vision of respective roles among multiple entities with emergency preparedness and response mandates. WFP international logistics coordination also highlighted unrecognized gaps in the current government and private emergency preparedness and response system. The action led the Government to restart the logistics cluster, and there is an expectation that this cluster will continue to be active – with WFP in a lead role – in addressing unrecognized gaps in the response system. Finally, the role of WFP in the response positively affected its relationship with BNPB.<sup>150</sup>

<sup>149</sup> Badan Penanggulangan Bencana Daerah

<sup>150</sup> This last positive unintended effect can be seen in the patterns from the country briefs across this time period. In comparison to the language in the country briefs before the response regarding WFP EPR work, after the Sulawesi response the language in the country briefs began to more frequently note that “WFP has been invited by <ministry> to carry out a study on...” or “WFP was

102. Activity 4 serves as an interesting example of the potential of the country strategic plan for flexible responsiveness, and stakeholders within the Government of Indonesia see potential for WFP contributions in this dimension and an opportunity for increased future collaborations on emergency preparedness and response. The expanded range of Activity 4 interventions that emerged during the country strategic plan period – including the direct response for international logistics coordination during the Sulawesi response – have made contributions that go beyond the narrowly defined outputs of the original country strategic plan document on establishing six logistics hubs. This suggests a possible value to WFP support in this sector. The potential points of intervention include support on the development of technical and implementation guidance at subnational levels, mechanisms for coordination among government and non-government actors, and the use of e-vouchers and social protection programming during emergencies. The Activity 4 support and inputs (Table 9) are among the most requested by the Government.

#### 2.2.1.5. Strategic outcome indicators – What has changed in the context?

103. The national-level Sustainable Development Goal voluntary national review calendar is not well aligned with the country strategic plan timeline, but the strategic outcome indicators are reported in the UNPDF annual reports. The UNPDF reports on national food and nutrition insecurity by measuring the percentage of population rated as food insecure and by measuring desirable dietary patterns.<sup>151</sup> Activity 1 is most closely associated with the food insecurity indicator, while activities 2 and 3 are linked in the country strategic plan line of sight to the desirable dietary pattern indicator. There is no UNPDF indicator specifically related to emergency preparedness capacity, and the line of sight describes only the specific achievement of establishing six logistics hubs rather than an overall preparedness measure.<sup>152</sup> Table 10 profiles the changes in these indicators since 2016, as reported in the latest UNPDF report. Based on the observed changes in the UNPDF indicators, **there has been substantive progress toward reducing food insecurity and improvements in nutrition.**

**Table 10: Country strategic plan strategic outcome proxy indicators**

<b>SO1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach</b>			
Outcome indicators	2016	2018	Percentage point change
Percentage of population rated food insecure <sup>153</sup>	12.7	8.2	-4.5 ppt
<b>SO2: An increased percentage of Indonesia consumers adopt a more balanced diet, enabling Indonesia to meet its national desirable dietary pattern target of 92.5 percent by 2019</b>			
Outcome indicators	2016	2018	Percentage point change
Desirable dietary pattern <sup>154</sup>	88 <sup>155</sup>	90.7	+2.7 ppt
<b>SO3: Indonesia’s emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters</b>			
Outcome indicators	2016	2018	Change
(Implied) Establishment of six logistics hubs	0	0	0 <sup>156</sup>

104. **The Strategic Outcome 1 proxy indicator shows a substantive reduction in the population that is food insecure.** There has been roughly a 33 percent reduction of food insecure populations from 2016 (from 12.7 percent

invited by <insert name> to participate in a high-level dialogue regarding...”. This is language reflective of more intentional outreach and requests by government entities for WFP support on a range of topics, but also indicates more engagement with BNPB after the Sulawesi response. In addition, the dissemination of the HLMP and contributions to the RPJMN for EPR were key policy inputs that emerged after the Sulawesi response.

<sup>151</sup> The rationale for the proxy indicators used by the evaluation team is elaborated in Annex 9 (Section 9.3).

<sup>152</sup> The Zero Capacity Hunger Scorecard and emergency Preparedness Capacity Index were not yet required at the time of the CSP design and therefore are not integrated into the CSP logframe.

<sup>153</sup> UNPDF 2019 Report.

<sup>154</sup> UNPDF 2019 Report.

<sup>155</sup> There are two different values cited for the 2016 value: one is from a study carried out by the Central Agency on Statistics (BPS), while the other is a study carried out by the BKP. In 2018, there is only one value recorded, and there is no citation regarding which government entity produced it. For the purposes of this study, the BKP values are shown.

<sup>156</sup> Progress has been continuing but hubs are not yet established. The Government has shifted emphasis to the establishment of a virtual management system integrating existing warehouses and hubs managed by government and non-government entities rather than physical establishment.

to 8.2 percent). This change in a national-level social change indicator is influenced by much more than contributions made by WFP, so conclusions on the degree of impact WFP had on national-level indicators is speculative, but assessments can be made on whether the activities were aligned to make a potential contribution.<sup>157</sup>

105. **For the Strategic Outcome 2 indicator, there has been a 2.7 percentage point increase since 2016 in desirable dietary patterns.** These changes reflect the fact that the country is progressing in a positive direction regarding dietary consumption patterns.

106. For Strategic Outcome 3, the Activity 4 interventions have expanded into other elements of emergency preparedness and response beyond the basic establishment of six logistics hubs described in the output for this activity, and WFP likely made a contribution on emergency preparedness not captured in this indicator. The hubs have not been established yet, as there has now been a shift towards virtual management systems of existing hubs by non-governmental entities. The expansion of activities and their contribution to government capacity strengthening are described in Section 2.2.1.4.

#### 2.2.1.6. Capacity strengthening contributions – dimensions of support

107. In the absence of intermediate progress indicators, the evaluation team has used the five pathways and three domains in the country capacity-strengthening frameworks to provide a retrospective analysis of capacity-strengthening contributions. Table 11 maps the specific country strategic plan activities cited in the programme document against the country capacity-strengthening pathways, with darker shades indicating larger contributions than lighter shades.

**Table 11: Mapping of programme document activities against country capacity-strengthening pathways<sup>158</sup>**

	A1: VAM	A2: Nutrition	A3a: SMP	A3b: SP*	A4 EPR
<b>Five pathways</b>					
Policy and legislation					
Institutional effectiveness and accountability					
Strategic planning and financing					
Stakeholder programme design, delivery, and M&E					
Engagement of communities, civil society, and private sector					

\* Social protection (SP)

108. The dimensions of support provided by WFP have not remained static since the time of design. Document review and interviews have shown that the country strategic plan has expanded its engagement into additional dimensions not originally articulated in the programme documents. The evaluation team developed a qualitative summary of country strategic plan support assessed against the country capacity-strengthening framework's pathways of change and domains. This estimation of change is profiled in Table 12, with the darker the colour reflecting the greater degree of contribution.

109. Based on these reviews, the greatest contributions to capacity strengthening for the country strategic plan as a whole were in the individual and institutional domains and in the two country capacity-strengthening pathways of i) stakeholder programme design, delivery, and monitoring and evaluation (M&E) and ii) institutional effectiveness. The expansion of contributions beyond those originally described is a positive testament to the country strategic plan's flexibility in adapting over time. The fewest contributions were in the domains of enabling environment, policy and legislation, and strategic planning and financing. The overall contribution to country capacity strengthening approximately aligns with the intentions described in the programme documents, but it is interesting to note that there have been contributions in areas that were not originally in the programme documents. For example, the vulnerability analysis and mapping contributions in Activity 1 went beyond the specific areas of institutional effectiveness and accountability and also contributed to improved strategic planning and financing, as well as programme delivery. In addition, the school meals programme component of Activity 3 has considerably more contributions to community and private-sector engagement than originally described in the programme documents.

<sup>157</sup> Section 2.2.1.7.

<sup>158</sup> Dark shade = significant alignment. Grey shade = somewhat aligned. Light shade = minimal alignment.

**Table 12: Qualitative summary of capacity contributions by country capacity-strengthening framework<sup>159</sup>**

	A1: VAM	A2: Nutrition	A3a: SMP	A3b: SP	A4 EPR
<b>Five pathways</b>					
Policy and legislation					
Institutional effectiveness and accountability					
Strategic planning and financing					
Stakeholder programme design, delivery, and M&E					
Engagement of communities, civil society and private sector					
<b>Three domains</b>					
Individual					
Organizational (processes, structures, procedures)					
Enabling environment (policy and resourcing)					

110. While it is informative to see where the country strategic plan has focused in its contributions according to the country capacity-strengthening framework, it bears emphasizing that the country strategic plan cannot be held accountable to a framework that was not yet developed at the time of design. Therefore, Table 11 and Table 12 cannot be considered planned versus implemented. Rather, they retroactively assess the degree to which the country strategic plan activities described in the signed programme document align with the potential pathways of the country capacity-strengthening framework now developed.

#### 2.2.1.7. Activity contribution to achieve Sustainable Development Goal targets in context

111. Since the inception of the current cycle starting with the 2016 country programme and continuing through the 2017 country strategic plan, there have been positive changes in performance against the Sustainable Development Goal 2 relevant indicators. The degree to which the activities of WFP contributed to these changes can be inferred by tracking the distribution of country capacity-strengthening activities to the respective Sustainable Development Goal targets. The activities carried out logically connect to some portions of the country capacity-strengthening frameworks, although there are gaps that could be addressed in future programming. While there have been substantive actions in individual and organizational domains, there are relatively fewer visible activities that link to the enabling environment.<sup>160</sup> Among the four activities, the vulnerability analysis and mapping and the emergency preparedness and response activities reflect a broader degree of focus across the five pathways. These two activities are connected to Strategic Result 1 – Sustainable Development Goal Target 2.1. For the activities related to the Sustainable Development Goal Target 2.2, the Activity 3a (school meals programme) has focused across many of the five country capacity-strengthening pathways, albeit within the relatively narrow sector of school meals programming. The other activities in nutrition and social protection have fewer pathways targeted by the collection of activities. Based on these distributions, it is likely that the contributions of WFP to Sustainable Development Goal Target 2.1 would be greater than the contributions to Strategic Result 2 – Sustainable Development Goal Target 2.2.

112. Respondents also saw WFP actions as having contributed to emergency preparedness, food security, and nutrition, with the greatest contributions in the first two (Strategic Result 1- Sustainable Development Goal Target 2.1). The contributions to the nutrition changes (Strategic Result 2 – Sustainable Development Goal 2.2) were cited, but were seen by respondents as having occurred on a smaller scale – with one notable exception: the cost of diet study and the accompanying work in altering the social protection menu and cash amounts. School meal programme support to Progas is seen as having been thorough and extensive, but the scale much less. The contribution would have been positive, albeit not quantifiable.

113. It needs to be emphasized that the scale of WFP programming in Indonesia is quite small in comparison to the size of the country and the capacity of the Government. As such, WFP contributions are aligned to the observed changes, but there are many other actors and forces contributing to contextual changes. What can be inferred is that WFP contributions are aligned and positive, even if not quantifiable. Qualitatively, the perceptions of respondents regarding WFP as a major stakeholder vary by activity.

<sup>159</sup> The country office tends to use “VAM” as an easy reference for Activity 1, “nutrition” for Activity 2, “school meals programme” for Activity 3a, “social protection” for Activity 3b, and “emergency preparedness and response” for Activity 4. This practice will be used through the narrative. Dark shade = significant alignment. Grey shade = somewhat aligned. Light shade = minimal alignment.

<sup>160</sup> Some of this may be linked to the documentation deficit in tracking these types of activities in programming.

114. It should be noted that, although the ostensible role of WFP, as shown in UNPDF and the country strategic plan documentation, is to support the Government's realization of its Sustainable Development Goal 2 commitment, not a single government stakeholder interviewed used the Sustainable Development Goals as a point of reference for assessing WFP contribution in the national context. Government stakeholders focused on the more practical contributions such as to nutrition (healthy eating and stunting), social protection, or emergency preparedness and response. When they discussed WFP contribution on a more macro level, they referred the RPJPN or the forthcoming RPJMN. One possible reason is that, within the language of the Government of Indonesia, the development priorities of the RPJMN and the RPJPN are considered the primary operating framework. The Sustainable Development Goals are considered to be aligned with the RPJMN priorities, but the RPJMN priorities receive emphasis, not the Sustainable Development Goals themselves.<sup>161</sup> This could have contributed to why stakeholders were more likely to cite specific sectors or the RPJMN, rather than the Sustainable Development Goals, when assessing WFP contributions.

### 2.2.2. Cross-Cutting Objectives – Gender and Accountability to Affected Populations

115. Gender: The country office has integrated gender considerations as much as is feasible within the structure, but this has not been a point of priority in the country strategic plan. The country strategic plan at the time of design received a gender and age marker of "2A - Gender mainstreaming"<sup>162</sup> – influenced to a large extent by the gender considerations embedded in the school meals programme support. There is no gender-specific indicator in the country strategic plan logframe. In the vulnerability analysis and mapping activity, the gender marker as of 2018 was '1', which shows partial integration of gender and age. Actions to be taken included the promotion of sex-disaggregation in the analysis of food insecurity and emergency preparedness and response data, the inclusion of men and women in data-collection activities, and the inclusion of women in capacity-strengthening trainings. The vulnerability analysis and mapping activity did include additional equity components in the sense that the data collected contributed to fine-tuning budget allocations and coverage of government programmes for the most vulnerable populations.

116. The nutrition activity in itself did not receive a gender marker in 2018 due to the discontinuation of programming. However, the activity did focus on seeking funding for nutrition-awareness campaigns targeting adolescent girls. The school meals programme received a gender marker of "3 - fully integrates gender" – due to its integration of women in the committees and the nutrition messaging targeting mothers and girls in schools. The school meals programme sub-activity reported advocating the involvement of the local-level women's welfare associations in the implementation and monitoring of the Progas programme.<sup>163</sup> It is noted that gender considerations were also supported because women merchants were often prioritized in the local supply chain for the school meals. The adaptive social protection component included nutrition messaging to women as part of the PKH modules and as targeting recipients of social protection programmes to prioritize households headed by women.

117. For the emergency preparedness and response activity, the 2018 annual country report noted that a gender lens was included in the study sponsored by the Ministry of Social Affairs on the resilient village committees and gender sensitivity was integrated into the best practices that were identified in the study. The study reported that these resilient village committees often include women who occupy multiple roles in the holistic response to emergencies. The Activity 4 team also reported a plan to include greater promotion of the recruitment of women in the establishment of emergency response rosters. The integration (current and future) of gender equality and women's empowerment (GEWE) and protection considerations into the programming activities is summarized in Annex 9, Section 9.8.

118. Accountability to affected populations: The country office has integrated protection and accountability considerations as feasible within the structure of a country strategic plan, although this element is less relevant within a country capacity-strengthening approach. Protection elements are most visible in the programming support that involved specific affected populations' interaction through the school meals programme and emergency preparedness and response activities. In the school meals programme, WFP reported<sup>164</sup> that it was supporting a module review to consider and integrate protection issues. Given the length of time noted in earlier sections between

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<sup>161</sup> <https://sustainabledevelopment.un.org/memberstates/indonesia>. Also see paragraph 7.

<sup>162</sup> Country strategic plan document and 2018 annual country report. Inter-Agency Standing Committee Gender Marker <https://reliefweb.int/sites/reliefweb.int/files/resources/IASCGenderMarker-Overview-1.pdf>.

<sup>163</sup> This advocacy effort was not successful, and there is not yet a formal agreement with the Women's Welfare Associations to carry out monitoring.

<sup>164</sup> In the 2018 annual country report.

the development of a review and completion, the plan is still in process. The 2019 mid-term report by the country office supported the establishment of a complaint mechanism within the Progas programme to address possible violations and beneficiary concerns. During the evaluation field mission, it was observed that schools were aware of the complaint mechanism, and tests of the listed contact information were valid. Within the emergency preparedness and response activity, trainings were provided by WFP to deal with gender-based violence (GBV) in emergencies and the prevention of sexual exploitation and abuse (PSEA) during the Sulawesi response. Protection issues are already a significant consideration within the policy framework for emergency preparedness and response in Indonesia, and WFP has provided input into the upcoming emergency preparedness and response components of the new draft RPJMN to further nuance protection within the new framework.

119. During the Sulawesi response, WFP played a more active role in the coordination of response activities, and as a result their “footprint” was larger in terms of addressing protection and accountability. Subnational actors appreciated the support of WFP in integrating accountability and protection issues into the coordination of logistics and management of the distribution of aid. A gap identified during the response was the absence of provincial technical and implementation guidance to ensure logistics coordination and attention to affected populations, and WFP was seen as providing capacity advice to strengthen these elements in the midst of the response. At the provincial level, the displacement tracking matrix helped ensure that the most vulnerable populations received national aid. The development of market assessments that WFP supported during the Sulawesi and the Sunda Strait responses were intended to assess shifts in the markets and the potential for increased vulnerabilities among affected populations.

### 2.2.3. Sustainability

120. Sustainability in evaluation is usually defined as the degree to which the gains achieved by the programme or project can be sustained over time. For the purposes of this evaluation, the evaluation matrix highlighted five factors to assess for sustainability: i) strategic integration, ii) resourcing, iii) technical capacity for implementation, iv) government ownership, and v) handover (Annex 3). Table 13 summarizes key findings for sustainability by activity. To clarify, Table 13 is not a depiction of the sustainability of the WFP activities, but the sustainability of the government programming associated with the activity.

**Table 13: Summary sustainability dimensions by activity**

Dimension	Activity 1: Vulnerability analysis and mapping	Activity 2: Nutrition	Activity 3: School meals programme and social protection	Activity 4: Emergency preparedness and response
Technical capacity development	Individuals at the national level have technical capacity for FSVA and vulnerability analysis and mapping and management of VAMPIRE. Subnational individual technical capacity is a growth area. Turnover and navigating inter- and intra-ministerial strategic relationships remain a challenge.	Awareness campaigns have not been funded or initiated. Turnover and navigating inter- and intra-ministerial strategic relationships remain a challenge.	Government technical capacity for Progas management and for social protection programming exists. Subnational capacities for Progas have been via a district-by-district approach. Turnover and navigating inter- and intra-ministerial relationships remain a challenge.	National level technical capacity is good for emergency preparedness and response and coordination. Subnational technical capacity is the next growth area. Turnover and navigating inter- and intra-ministerial strategic relationships remain a challenge.
Systems development	VAMPIRE and FSVA likely to be sustained.	Nutrition-sensitive programming is improved in the sense that the social protection programmes include a slightly improved menu for BPNT vouchers and a nutrition module in the PKH social protection programme.	The system of Progas implementation exists, including online monitoring, modules, and technical guidance. Systems for social protection programming were already well established prior to the country strategic plan.	Systems have been developed for identifying and creating a virtual hub coordination mechanism in emergency response. Continued systems work for coordination is an area for growth.
Policy framework & strategic integration	Technical data collection is well established. Overlapping mandates and strategic government application of systems is an area for growth.	Inputs have been made into the RPJMN indicators. Policy framework influence is largely oriented towards nutrition-sensitive social protection programmes.	An umbrella policy framework does not yet exist to allow for multi-sectoral engagement at national and district level.	HLMP development is a positive step towards logistics capacity policy. Continued systems are being developed to coordinate overlapping emergency preparedness and response mandates from respective entities.
Resourcing (for government actions, not WFP)	Resourcing available from Government of Indonesia.	Resourcing not yet available from Government of Indonesia for nutrition campaigns.	Resourcing for Progas has been halved for the coming year.	Resourcing is available from Government of Indonesia.

Dimension	Activity 1: Vulnerability analysis and mapping	Activity 2: Nutrition	Activity 3: School meals programme and social protection	Activity 4: Emergency preparedness and response
Ownership	Used by the President's Office and BMKG, there is high interest from government stakeholders for further updates and usage of VAMPIRE for informing multiple sectors.	There is President's Office ownership for the GERMAS. The specific awareness campaigns appear to have less government ownership than other sectors.	There is very high ownership of social protection policy and programming. The Progas programme depends more on specific champions within the Ministry of Education and Culture.	There is very high ownership of emergency preparedness and response management. Overlapping mandates for emergency preparedness and response among the Ministry of Social Affairs and BNPB combined with high ownership has led to inter-ministerial debate regarding roles and responsibilities.

121. Sustainability of government capacity and policies is most influenced by ownership/resourcing, personnel turnover, and decentralization. Specific components within the programmes supported by WFP may not have sufficient ownership to be sustainable or supported by the appropriate level of government. This will have resourcing implications because the degree of ownership will inform how much funding is allocated to the activities: Progas programme funding is still dependent on champions promoting the Ministry of Education and Culture budget allocation, with significant competition among stakeholders within the ministry. One strategy WFP reported pursuing is advocacy to shift Progas budgeting to a different level in the Government so that it would not create internal pressure within the Ministry of Education and Culture to choose among different priorities.<sup>165</sup> Whatever the mechanism, funding Progas from outside the allocated ministerial budget would reduce intra-ministerial competition for allocating budget to Progas.

122. Personnel turnover and institutional memory challenges are obviously significant for affecting individual technical capacity. However, in the context of a CCS-focused country strategic plan, the turnover of both WFP and government personnel created even greater challenges due to the highly relational nature of policy input and discourse. Relationships in the policy input arena are highly reliant on the specific individuals occupying the positions. When these persons change, agreements often do not continue. Respondents cited multiple examples of building a negotiation among multiple stakeholders only to watch elections bring in new personnel, requiring another round of negotiations and relationship-building before actions could take place. This dynamic was also affected when WFP personnel transitioned, a dynamic often underappreciated in an organization in which many staff are on shorter-term contracts.

123. Government decentralization affects the potential to promote cascade effects from national policy levels through provincial and district governments. Despite a low response rate, respondents to the quantitative survey tended to be less optimistic about the sustainability of gains from the country strategic plan. None of the four activities earned even a medium-strength rating for sustainability, and most were clustered together around similar scores – suggesting that respondents viewed sustainability as a systemic challenge transcending any single activity.

124. The decentralization of government systems has been a cross-cutting challenge for all activities, both in terms of allocating district- and provincial-level budgets to programmes and for cascading effects of national capacity strengthening to sub-national stakeholders. Single line ministry regulations can allocate national budgets to districts for the support of specific programmes in a particular technical sector. However, subnational programme implementation that is not funded by a national line ministry depends on a budget assigned by the district governments, which are under the Ministry of Home Affairs (MoHA) rather than line ministries.

125. **In the case of multi-sectoral programming at subnational levels, the involvement of the Ministry of Home Affairs is crucial, but has been largely absent from WFP agreements.** While line ministries can instruct their specific technical departments at the district and provincial levels regarding national regulations, they cannot instruct another district-level technical department to comply with an agreement.<sup>166</sup> In any action that requires cross-sectoral support or budget allocation from a district budget, the Ministry of Home Affairs needs to be involved in the agreement at the national level in order to instruct the district governments to allocate budget and to carry out multi-sectoral programmes. Otherwise, district level multi-sectoral programming requires complex coordination and negotiation with each individual district government and relevant departments for the budget allocation. Many of the country briefs imply that the Ministry of Home Affairs was not as closely involved in the development of national agreements as was needed within the country strategic plan, forcing WFP to take more of a district-by-district approach to national-level programming. Since stakeholders identified one of the comparative advantages of WFP as playing a coordinating and convening role, much of WFP multi-sectoral support could be facilitated by the involvement of the Ministry of Home Affairs in the development of agreements, and subsequent support for cascading effects to the subnational levels.

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<sup>165</sup> Such as choosing between allocating a budget to school meals or to increased educational resources such as schoolbooks. In the annual country report 2018.

<sup>166</sup> Therefore, MoEC cannot instruct the Health Department to collaborate with Progas.

## 2.3. EVALUATION QUESTION 3: RESOURCE EFFICIENCY

126. In the evaluation questions related to resource efficiency, there is an implicit assumption that WFP provides direct implementation and thus the evaluation questions are not as easily addressed within a pure capacity-strengthening context and with a limitation on data collection. Some related questions, such as Subquestion 3.2, regarding targeting and coverage and Subquestion 1.2, related to addressing the needs of the most vulnerable, are adapted and addressed in combination to allow for a better fit to the resource efficiency context in the Indonesia country strategic plan.

### 2.3.1. Timeliness and Responsiveness

127. In the Indonesia CCS-focused country strategic plan, timeliness can be assessed by tracking the time required to deliver a technical product – such as from the time of invitation to delivery. This, however, does not capture the response to emergent requests for input to policies or policy discourse. The ability of the country office to respond to emergent opportunities and engage in discourse is termed “responsiveness” in this report.

128. The country strategic plan has been timely within its operating parameters. Responsiveness has been slower, but adequate and generally well received. However, learning how to time processes to align with the Government within the CCS-focused country strategic plan has been a significant challenge. The traditional measures for timeliness – completion of planned activities – do not suggest any timeliness challenge.<sup>167</sup> However, responsiveness, defined as the length of time required from new government requests through delivery of product, can be considered another measure of timeliness. Many WFP products required an extended length of time to move from initial request to completion, sometimes up to two years. In addition, even though the country programme/country strategic plan document was finalized by WFP in March 2016, the formal signing of the activity programme documents with line ministries varied from March 2016 (Activity 1b) up until early 2018 (Activity 4a – the work with BNPB).

129. WFP workplans are developed according to a corporate calendar and framework based on a sequencing from country strategic plan level to activity level to individual staff level. The timing of the finalization of WFP plans was different from the timing of the finalization of the equivalent government counterpart’s plan, and synchronizing the two systems is difficult. Once programme documents were signed and funding secured, an additional timing challenge involved the alignment of annual workplans between the Government and WFP. This required more than just the WFP technical plans, as these activities were often carried out in collaboration with the Government and therefore needed to match government as well as WFP calendars. These calendars did not always coincide and this therefore created difficulties when collaborating on signed activities.

130. As an illustration, government plans and budget for 2019 would be finalized by March 2018. WFP respondents reported that their equivalent plans were finalized in January 2019 – nearly ten months after the government plans. Therefore, when WFP approached the ministries regarding collaboration, the Government was not always able to respond within its workplan, requiring adjustment on both sides. Inviting personnel to a training activity is an example. If the government budget for sending personnel to specific 2019 training activities had been allocated by March 2018, then when WFP issues a training invitation in 2019 and asks the Government to contribute towards costs, they might not be able to do so. As a result, one WFP respondent noted that their activities relied on budget adjustments: only when the Government was carrying out annual budget adjustments and adjusting their margins could WFP activities be integrated into the year’s annual plans.

131. **This planning misalignment brought a reputational risk.** WFP was seen as being responsive to requests that emerged opportunistically,<sup>168</sup> but the timing of plans and alignment of systems affects results. The timing of signing the programme documents and the acquisition of funds created challenges for collaboration with the Government. Government respondents tended to perceive WFP as lagging behind because their requests to the Government came much later than officials expected based on their calendars.

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<sup>167</sup> Beyond those activities suspended by funding limitations.

<sup>168</sup> Such as providing input into the nutrition component of a new framework or providing technical guidance on a new regulation.

At the same time, WFP perceived the Government as lagging because it often came to WFP with requests at times when it did not have funding to pursue them.

### 2.3.2. Cost-Efficiency and Alternative Measures

132. There has been no concrete evidence found during the evaluation to assess overall cost-efficiency of delivering assistance. However, the budget flexibility of the country strategic plan allows for relatively good cost efficiency and flexibility, except for earmarked funds or for moving funds between activities. For a country strategic plan, the entire budget is relatively small, with an overall total programme requirement for the country strategic plan (2017–2020) of a little under USD 13 million. Capacity-strengthening approaches could be considered more cost-efficient than direct implementation of food assistance – especially when considering the potential number of stakeholders that can be reached by working through government systems and programmes. The country strategic plan document estimated the number of indirect beneficiaries potentially affected by strengthening government support as ranging between 6 and 70 million. As a cost per capita, the ratios are extremely favourable under this approach. The activity that had the most orientation towards a more traditional project implementation approach – the school meals programme component under Activity 3 – also had one the fewest estimated beneficiaries, with the country strategic plan document noting an intended reach of 100,000 school meal recipients per year during the second half of the country strategic plan.

133. Country office finance respondents expressed strong support for the country strategic plan budgeting and financial management processes – especially in comparison to previous systems. The country strategic plan systems were seen as providing greater clarity for forecasting. The financial management was also described as more flexible, with two important caveats. The first is that, while there was a fairly high degree of flexibility for adapting budget lines within an activity, it was more difficult to move budget lines between the different activities. Second, earmarking funding to an activity level restricted the ability to respond flexibly to emergent requests or shifts in context. Table 14 describes the percentage of funds disaggregated by activity.<sup>169</sup>

**Table 14: Percentage funds earmarked by activity<sup>170</sup>**

Level	Percentage earmarked funds	Activity expenditures as percent of total CSP expenditures <sup>171</sup>
Country level	1.0	N/A
Activity 1	3.2	17.8
Activity 2	NA	2.1
Activity 3	19.0	14.5
Activity 4	76.9	65.5

134. A large percentage of total contributions allocated by the country strategic plan, combined with a low percentage of earmarked funds, would represent the greatest potential for flexible responsiveness. Conversely, a low percentage of total contributions allocated by the country strategic plan, combined with a high percentage of earmarking, would represent the most inflexible scenario. The four country strategic plan activities do not occupy either extreme. The emergency preparedness and response-related work from Activity 4 represents the greatest focus of the country strategic plan as a percentage of overall allocated contributions, but Activity 4 also has the greatest percentage of earmarked funds. Activity 1 would appear to have the most flexibility among the four activities, as it has the lowest percentage of earmarked funds and the second-highest percentage of allocated contributions, as per data reported in the 2018 report.

135. Although the logic of the country strategic plan is intended to allow for relatively easy shifts in budget allocation among activities based on demand, the proportion of earmarked funding limits this flexibility. Somewhat ironically, respondents from Activity 4 simultaneously reported that a significant percentage of the Sulawesi response funding had to be returned at the same time that they were saying that they could not

<sup>169</sup> The higher levels of earmarking in Activity 3 are associated with the Cargill contributions for the school meals programme and for Activity 4 connected to donor contributions to the Sulawesi response.

<sup>170</sup> WFP Distribution Contribution and Forecast Statistics, 23/06/2019.

<sup>171</sup> Allocated contributions data only cites direct operational cost for each activity as reported in December 2018 Annual Country Report Financial Overview.

carry out capacity-strengthening opportunities because of the lack of funding.<sup>172</sup> The implications of the earmarking and the lack of flexibility at the programme levels are explored further in Section 2.4.2.

## 2.4. EVALUATION QUESTION 4: FACTORS AFFECTING THE RESULTS

136. The design and implementation of a country strategic plan focusing solely on country capacity-strengthening activities, accessing significant government funding, was a new direction for the Indonesia country office. WFP corporately had developed a road map for rollout of the country strategic plan over the course of the implementation of the Indonesia country strategic plan. The country office complied with the requisite country strategic plan requirements in place at the time, but there were unanticipated internal factors influencing this type of programming that only became apparent during implementation. These include, but are not limited to, corporate structures and culture, funding mechanisms, personnel profiles, reporting systems, administrative processes, and merging with government systems. In retrospect, fully maximizing the potential of the country strategic plan for capacity-strengthening activities in close collaboration with the Government required more system-wide adjustments than were present at the time of the initial design. Ongoing implicit assumptions in corporate processes and structures based on direct assistance programming still influenced the country strategic plan design and limited its flexibility. Hence, sub-evaluation question 4.4 on country strategic plan flexibility is addressed across the section.

137. The most important factors affecting results in Indonesia have been: i) challenges in aligning WFP systems with government systems required for accessing government funding and collaboration with government actors; ii) the difficulty of funding the country strategic plan at the level required; iii) the complexity of partnerships and coordination – in particular, positioning the country strategic plan to frame itself as a technical service provider to the Government; and iv) limitations in the communication skills of WFP for entry into policy discourse. The other factors are inter-related and have interactive effects, but are disaggregated in the following sections according to the categories of resource mobilization, partnerships and coordination, and policy-level communication and policy input.

### 2.4.1. WFP Analysis and Use of Existing Evidence

138. The strategic review was carried out in 2015 by an Indonesian research institute<sup>173</sup> and prescribed a set of recommendations for WFP engagement in the country strategic plan cycle to support the Government in: i) vulnerability analysis and mapping; ii) disaster risk reduction and adaptation to climate change; and iii) reduction of malnutrition and the provision of school feeding. The review further recommended that WFP: i) promote increased nutrition sensitivity of social protection programmes and disaster management; ii) support the prioritization of food-insecure districts; and iii) enhance public-private partnerships. Most of these recommendations were integrated into the subsequent country strategic plan, although climate change adaptation shifted towards a more general focus on food security because of WFP concerns at the time that the country office did not have sufficient capacity to focus on climate change adaptation.

139. Additional external documents referred to by the country office at the time of the country strategic plan design included the 2015 summary of Indonesia's poverty analysis; a SABER analysis of early childhood development in Indonesia; a road map for a comprehensive integrated social assistance system; the 2015 Millennium Development Goal indicators; and a 2015 women and girls study in Indonesia for relevant gender considerations.

### 2.4.2. Resource Mobilization

140. The challenges for resource mobilization led to allocation and structure decisions prioritizing grant-seeking behaviour and emphasizing the production of technical activities, which led to unintended consequences for policy discourse. The country strategic plan is 54 percent funded.<sup>174</sup> However, this statistic masks the true degree of underfunding due to the inclusion of over USD 2 million in humanitarian response contributions integrated under Activity 4 to respond to the Sulawesi response.<sup>175</sup> Most of this response funding was earmarked to the activity level and thus could only be used for specific items and not to support other country strategic plan activities or new opportunities. If the Sulawesi response funds are extracted from

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<sup>172</sup> Triangulated with document review of CERF report and COMP adjustments.

<sup>173</sup> Food and Nutrition Security in Indonesia: A Strategic Review (2015) – SMERU Institute.

<sup>174</sup> CSP resource situation as of 9 June 2019.

<sup>175</sup> Please refer to Table 5 for donor contribution disaggregation.

the overall income, the functional degree of funding for the country strategic plan capacity-strengthening activities is closer to 35 percent, with subsequent requirements for adjustments to pursue more cost efficiency.<sup>176</sup>

**141. At first glance, the country strategic plan resourcing levels would not seem historically atypical.**

The previous country programme from 2012 was also funded at about 39 percent, and funding issues were cited in the previous country programme evaluation recommendation. The amounts involved in country programme 200245 were higher to begin with – the total amount secured by country programme 200245, even at 39 percent, represents 123 percent of the entire needs-based budget of the current country strategic plan. The previous country programme 200245 received USD 16 million out of USD 42 million total requirement. The current country programme/country strategic plan received USD 7 million total as of June 2019.<sup>177</sup> Even with budgeting shortfalls in the previous country programme 200245, there is a qualitative difference between operating with USD 16 million compared to USD 7 million when it comes to sustaining a country office and staffing at the level required. It might be supposed that underfunding from donors should have been expected, given past history. However, the country strategic plan guidelines at the time of design required that country strategic plans be valued according to a reasonable funding amount – not to assume that it would only be partially funded, but that it would receive full funding of a reasonable amount. Therefore, previous funding percentages were no longer the most accurate benchmark for predicting the future country strategic plan.

142. Three factors played a role in why this was seen as an atypical resource situation: i) forecasting, ii) expectations, and iii) donor reductions. The first factor is that the forecasts for country strategic plan resourcing projected significant funding from the Government of Indonesia – representing about 40 percent of the entire country strategic plan budget needs. The country office at the time of the country strategic plan design understood that they had secured a verbal commitment from the Government for funding and identified a possible mechanism through an anticipated presidential regulation that would allow line ministries to support agencies such as WFP from ministry budgets.<sup>178</sup> Unfortunately, the presidential regulation does not describe a mechanism to permit the Ministry of Finance to financially support the country strategic plan using line ministry budgets, as was expected by WFP.

143. For the second factor, WFP never received a definitive rejection from the Government for the expected funding, and the country office operated under the assumption that this issue would be rectified shortly. This raised an expectation that budget shortfalls, programme adjustments, and postponement of activities were only temporary until funding from the Government could be secured. As the situation persisted indefinitely, pressure grew for resolution. The final factor is that the primary bilateral donors that could have potentially supported the country strategic plan had drastically reduced their budgets to Indonesia, in one case up to 50 percent, just as the country strategic plan began exploring grant alternatives to the government funding. The combination of these three factors created a funding scarcity climate compared to what had been forecasted at the time of design – even when considering past history of country programme performance.

144. Significant time and energy were devoted to addressing funding limitations and seeking alternative funding, and significant adjustments were made to structure and directions. Activities for which funding could not be secured were postponed or discontinued. Only about 40 percent of proposed activities planned in the country strategic plan document could be fully implemented, as summarized in Annex 9 (Subsection 9.7). Staff-restructuring exercises were carried out twice during the country strategic plan – with subsequent impact on morale and organizational continuity. The country office explored alternative measures for supporting the country strategic plan, including private-sector support, continued advocacy for government funding, and partnering with a national registered organization to access government funding. Managing grants under individual activities led to more isolation of the activities from each other and less opportunity to adapt.

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<sup>176</sup> Distribution Contribution and Forecast Statistics, 23/06/2019.

<sup>177</sup> Includes the country programme 2016 funding as well.

<sup>178</sup> Presidential Regulation No. 30/2019 regarding Indonesia's Membership and Contribution to International Organizations was released in May 2019.

**145. The shift to prioritizing activities and structural changes had implications for policy discourse and strategic engagement.**<sup>179</sup>

The funding shortfall adjustments included: i) eliminating higher level WFP positions with staff who may have known how to influence policy development and implementation as well as provide technical expertise; and ii) keeping WFP national staff on short-term service contracts. Policy analysis, communication and inputs, and strategic relationship building at higher-level of Government will often fall outside the purview of an agreement to fund product delivery. The delivery of technical products with defined boundaries (such as a technical study) can be carried out with shorter-term contracts, which are relatively more economic. However, shifts in staff composition due to short-term contracts may contribute to less-experienced staff who lack the requisite skills and empowerment to relate to government structures, and whose limited policy-level savvy prevents them from influencing policy discourse communication. These elements could reduce the effectiveness of the invisible outputs such as relationship building and inputs on policies and frameworks.

146. Finally, the perceived comparative advantages of WFP in coordinating and convening other partners, and its ability to contribute international knowledge to inform national systems, policies, and processes (mostly related to food security, emergency preparedness and response, and social protection), were not carried out as effectively as they might have been, even though government stakeholders noted that they wanted WFP to be more proactive in higher-level discussions.

147. Solutions to accessing government financing will be strategically important for the next country strategic plan. There is no clear single barrier identified, but one important factor is that the WFP calendar is not well adapted to access government funding. Respondents from within both WFP and the Government did not point to any single factor explaining why funding was never secured from the Government. Instead, they offered a wide range of different explanations that fall into three categories: relationships, procedures and timing. The relationship category included speculations that the quality of specific relationships with specific stakeholders may have impeded the development of an agreement. Procedural explanations involved specific regulations or procedures that were taken out of step or that inhibited the Government of Indonesia from allocating money to United Nations agencies.

148. An important timing explanation cited was the development of the country strategic plan in 2015, after the 2014 development of the RPJMN.<sup>180</sup> This sequence seems logical in order to align country strategic plan activities to national policy frameworks, but respondents believed that WFP needed to have intense and detailed dialogues with the Government ahead of RPJMN finalization to ensure the close link between the RPJMN and the upcoming country strategic plan at the activity level. This synchronization seems necessary in order for the Government of Indonesia to allocate funding to support WFP via the line ministries' budget allocations and workplans in subsequent years.<sup>181</sup>

149. There is evidence that the country office explored a range of potential solutions, although none were ultimately successful. WFP personnel with experience in other country offices cited examples of other country governments providing programme support funding to WFP. It may be worth doing a comparison study with other countries that could identify the combination of factors that led to successful funding – or potential barriers.

150. Existing WFP corporate mechanisms and existing donor interests for financing do not fit well with a CCS-focused country strategic plan in Indonesia that tries to focus on long-term policy input for development and implementation. One of the proposed benefits of moving to the country strategic plan structure was the establishment of a single country fund and the expectation that donors would support the overall programme rather than specific activities. Unfortunately, it appears that donors nonetheless tended to prioritize activities that were aligned with their strategic plans rather than contribute to an overall fund.<sup>182</sup> Donor representatives in field interviews tended to discuss "their" project activity support rather than the

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<sup>179</sup> For the purposes of this study, strategic engagement is understood to be engagement across all individual ministries and activities with the objective of creating dialogue and a shared vision for accomplishing an overarching goal.

<sup>180</sup> The RPJMN was officially rolled out in 2015 but the inputs into the RPJMN were occurring in the year prior.

<sup>181</sup> The state budget planning process starts in April of the previous year to allow for approval by the Parliament. In order for Government to be able to allocate funding, WFP would need to submit its CSP annual workplans and budget to the Government before April of the previous year.

<sup>182</sup> Earmarking levels can be referenced in Table 14.

country strategic plan as a whole. The WFP Strategic Evaluation of the Country Strategic Plan pilot countries in 2018 identified a similar dynamic concerning donor funding patterns.

151. Because of this, country office respondents mentioned the need for some sort of non-earmarked WFP corporate funding for the CCS-focused country strategic plans in Indonesia that could flexibly support programme staff at sufficient levels to engage strategically.<sup>183</sup> Respondents referred to this as “core funding” for the country strategic plan. WFP headquarters does not have core funding as such,<sup>184</sup> but this may be the point the respondents were emphasizing.

### 2.4.3. Partnerships and Coordination<sup>185</sup>

152. Through the country strategic plan, WFP has built a wide range of diverse relationships with multiple government entities across both strategic and technical levels.<sup>186</sup> The primary partnerships and focus of the country strategic plan, though, has been with government entities – BNPB, Ministry of Social Affairs, BKP, and the Ministry of Education and Culture in particular, but many other units as well in cross-sectoral collaborations. Table 15 summarizes the key collaborations by government entity and activity.

**Table 15: Government partnerships by activity (national level only)<sup>187</sup>**

Entity	Activity 1: VAM	Activity 2: Nutrition	Activity 3: Social protection	Activity 4: EPR
Bappenas (Ministry of National Development Planning)				
PMK (Coordinating Ministry Human Development)				
President's Office				
Ministry of Agriculture				
Ministry of Education and Culture				
Ministry of Health				
Ministry of Social Affairs				
Meteorological, Climatological and Geophysics Agency				
BKP (Food Security Agency)				
BNPB (Disaster Management)				

153. **Even though the country strategic plan structure is intended to provide more integrated programming and better coordination, different factors have created a tendency towards isolated activity implementation.** The individual activity staff have relationships with specific government counterparts, but there is relatively limited inter-activity coordination. Individual activities are linked to separate outputs, which are linked to individual strategic outcomes; each activity has its own manager, action plan, budget, and targeted stakeholder, replicating to some extent the earlier portfolio operations approach.<sup>188</sup> Organizational factors such as these reinforce a tendency to focus internally on activity accomplishment rather than to seek strategic connections among the activities to build synergy. Although there are inter-activity manager meetings for coordination, the fact that there are individualized grants, separate budget lines, and disparate outputs mean that there is relatively little that realistically can be coordinated. The Activity 1 WFP personnel have seen the most inter-activity coordination.

154. **One important factor that respondents said had an underappreciated impact on CCS-focused country strategic plan implementation in Indonesia was how and where WFP agreements for activity implementation were reached with the Government.** WFP signed the country strategic plan document with Bappenas (the National Planning Ministry), but then signed individual activity programme documents with individual line ministries. Respondents noted that this was done under the instruction of Bappenas due to the expectation that the mechanism for government funding of WFP would be through a line ministry

<sup>183</sup> Funding linked to food assistance is not available in such a situation.

<sup>184</sup> The evaluation team did not come across any corporate-level funding mechanism suitable for the challenges that the Indonesia country office faces.

<sup>185</sup> United Nations partnership is mentioned in section 2.1.6.

<sup>186</sup> As the focus of this paragraph is government partnership, the United Nations partnership is brought under EQ 1.4.

<sup>187</sup> Color shading: Green = Yes. White = No.

<sup>188</sup> The cost of diet study and the “Family Hope” (PKH) modules are good examples of cross-activity implementation.

budgeting mechanism.<sup>189</sup> However, government stakeholders saw these mechanisms as less effective when an agreement was only signed with a single line ministry – and thus all issues treated as internal to that ministry, with limited potential for intervention from the coordinating ministries.

155. **The signing of programme documents with specific line ministries limited the ability of WFP to foment strategic linkages between line ministries, and reduced the ability of Bappenas to mandate coordination among the ministries.** In contrast, other United Nations and bilateral agencies sign both their programme document and their project document agreements at the level of Bappenas. As a consequence, the internal country office structure combined with the external agreements limited the extent to which the country office was able to maximize its convening and coordinating role as an agent for strategic linkages across a wide array of relationships at both strategic and operational levels of government.

156. Private-sector partnerships have shown success in the country strategic plan and represent a possibility for future expansion in the next cycle of country strategic plans. The main focus for resource mobilization during the country strategic plan has been from government and donor sources, but many WFP respondents expressed interest in considering how the private sector may support WFP activities. Examples of private-sector investment come most notably from Cargill, which supports the schools meals programme and a range of partnerships related to the Sulawesi response.<sup>190</sup>

#### 2.4.4. Partnerships and the Role of WFP

157. Despite an extensive and diverse set of government-country office relationships across and within multiple ministries, WFP has not currently exercised the full potential of its network. Among the many government relationships, the evaluation team reconstructed three types within each of the ministry partnerships: i) strategic relationships that coordinate agreements and identify opportunities; ii) technical or operational relationships involving the actual implementation of government programmes (such as Progas or the FSVA); and iii) networking relationships that serve as the foundation for the convening and coordinating roles of WFP. These three types of relationships are reflective of the degree of energy and investment required for even a single ministry partnership. It also has implications for which type of relationship WFP has excelled at and for determining what the role of WFP should be with respect to the Government.

158. **WFP is perceived by government respondents to have the best relationships at the technical or operational levels.** The strategic and the networking relationships were not as strong. Government stakeholders noted that this was due to insufficient numbers of WFP staff with both the requisite skillsets and the seniority to engage in such relationships. WFP was seen as having global expertise in these types of relationships, but the mechanisms for transferring information and skills to national staff are limited. Few country office staff cited any horizontal connections with peers and counterparts in other WFP country offices around the region. They were not part of working groups, peer learning structures, or other processes that would have allowed for mutual sharing of information. In addition, few staff below the activity manager-level cited any vertical connection to larger global WFP expertise.

159. Stakeholders would prefer WFP to play a greater role in policy input and national discourse, but the current structure of the country strategic plan and project-based resourcing limits the ability of the country office to do so. Government respondents interviewed for the evaluation described a wide range of roles that WFP should play in the partnership. Collective analysis of interview data reveals six categories of possible roles: i) contractor, ii) collaborator, iii) coach, iv) coordinator, v) broker, and vi) diplomat. The first three are technical roles and the latter three are strategic. Table 16 describes the main responsibilities of each role. There is not necessarily a consensus among stakeholders as to which is the most appropriate for WFP, and the evaluation team considers all six necessary for a CCS-focused country strategic plan. Table 16 illustrates different expectations among the stakeholders for each role and can serve as a checklist for identifying possible gaps in the roles that might limit engagement.

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<sup>189</sup> A presidential regulation considered at the end of 2015 that would have permitted ministries to contribute to the cost of United Nations programmes was never finalized.

<sup>190</sup> Private-sector support for the Activity 2 nutrition campaign are also being mobilized from Indonesian national companies, but this is not yet finalized.

**Table 16: Implied WFP roles**

Role	Aspects	Dimension
Diplomat	Identify and maintain high-level strategic relationships and networks necessary for the implementation of other agreements	Primarily <b>strategic</b> roles involving the creation and establishment of relationships
Broker	Convene and manage new agreements between disparate parties who may not have worked together before – both inside and outside of Government	
Coordinator	Convene targeted entities around a specific objective within a defined terms of reference	
Coach	Provide long-term technical advice within a process of implementation by others	Primarily <b>technical</b> roles related to implementation of interventions and projects
Collaborator	Provide technical support and input within a shared project with defined tasks	
Contractor	Develop and deliver a specific technical product upon request	

160. The expectation that WFP should play more strategic roles came primarily from higher-level government figures and more junior WFP national staff. By contrast, technical roles were emphasized by WFP senior and middle management and government technical and operational staff. The coach and collaborator were most often cited by middle-level management in WFP and by higher-level technical persons in Government, while the most basic contractor relationship was primarily cited by high-level WFP management personnel. This pattern implies that Indonesian government stakeholders see a mutual and proactive role for WFP in relationships and collaborations. However, the resource mobilization discussed earlier also suggests that raising support for this type of engagement is challenging. Funding opportunities within the current donor climate are predicated on specific contracting opportunities rather than flexible funding.

161. In certain circumstances, the technical service approach pursued by the country office created unintended consequences by placing the country office in direct competition with local expertise for technical service provision and limiting the opportunity of WFP to exert the organization’s comparative advantages and play a more visible role in higher-level strategic engagement. The country office tended to implement specific activities by contracting a local expert or organization that had a pre-existing relationship and reputation with the Government. In combination with the organizational positioning of WFP as a technical service provider, this reduced the perceived value of going through WFP if the Government could just contract a local expert directly. This dynamic and tension is most relevant for situations where WFP does not bring in external project money but instead requests the Government to fund an activity from its budget.

#### 2.4.5. Communication Skills and Policy Discourse

162. The CCS-focused country strategic plan in Indonesia requires multiple levels of WFP staff (including junior levels) to have skills in navigating policy discourse, development arenas and strategic communication. When asked to describe what is required by WFP to show good communication for policy input, government stakeholders listed ten steps or skills:<sup>191</sup>

1. Gather evidence
2. Analyse it
3. Develop an actionable plan
4. Communicate the evidence and the plan
5. - in language understood by high-level stakeholders
6. - through the right channels
7. - to the right people
8. - at the right time

<sup>191</sup> It should be clarified that respondents were not citing strategic communication skills instead of technical expertise, but rather observing the importance of combining technical expertise with strategic communication skills. The most frequently cited examples of positive effect from the interviews were those examples that combined elements of both.

9. Coordinate implementation

10. Promote reflection and iteration

163. WFP Indonesia was seen as strong in the first four steps (bold), but weaker in the subsequent steps. Multiple examples were cited by government, United Nations, and WFP national staff of instances where WFP presented technical evidence, but directed it to the wrong level in government or framed it in technical terms rather than language normally used by high-level officials, which inadvertently impeded the implementation of a policy or activity.

164. Government and WFP respondents believed the country strategic plan required greater levels of expertise in strategic policy communication skills as well as a staffing structure that integrates strategic relationship capacities across multiple levels and establishes a senior-level advisor role. This requires investment in the professional development of staff – especially national staff. For example, while Country Directors or Deputy Country Directors may go through managerial training and receive training on communicating with higher-level government figures, this type of support does not currently extend to all country office staff.<sup>192</sup> There is also a lack of corporate resources for the country office to access (or resources of which they were unaware) for enhancing these staff capacities. Finally, there does not appear to be a support system for continued mentoring and monitoring of skills among staff.<sup>193</sup> At the regional bureau in Bangkok, there are thematic advisors for sectors such as nutrition or school feeding as well as cross-cutting themes such as gender or protection. However, at the time of evaluation, there is no advisor related to country capacity-strengthening policy input or relationship building for entry into national discourse.

#### 2.4.6. Additional Factors for Consideration

165. Parallel processes: The evaluation team finds that the lessons learned in the 2015 country strategic plan design are still relevant to the current design process because there are currently too many parallel processes occurring. There are currently (or soon will be) four different external parallel strategic planning processes in addition to the internal WFP process: i) the development of a new RPJMN phase; ii) the development of a common country assessment as a precursor to the new United Nations Sustainable Development Cooperation Framework (UNSDCF); iii) a pilot Rome-based agencies common country plan; and iv) the elaboration of new donor strategic plans for the next five years, all of which require input from WFP if it wants to access donor support. These are in addition to the ongoing internal WFP processes such as the CSPE, the design of the new country strategic plan, the update of the Strategic Review on Food and Nutrition Security, and the nutrition scoping mission (part of the country strategic plan design process).

166. One implication is that the multiple processes will distract WFP staff time and energy as in the 2015/2016 design. More importantly, in terms of possible funding, while it is synchronized to the SDCF cycle, **the timing of the new country strategic plan design is still out of sync with the development of the new RPJMN and donor strategic plans (Australia and the United States of America), which are the two most important potential sources of funding for the country strategic plan in the next cycle.** Both the RPJMN and the Australia and United States donor five-year strategies were finalized in late 2019. In contrast, the next country strategic plan will not be formalized by the Executive Board until the end of 2020.

167. With respect to the relationship between the country strategic plan and the RPJMN, there are two potential approaches for alignment. One is to align the country strategic plan to an existing RPJMN, which was the approach taken in the design of the current country programme/country strategic plan cycle. The second is to be heavily involved in the elaboration of the RPJMN to ensure that its agenda is reflected in the next country strategic plan. The first approach is most suitable when an organization can rely on external project funds or a corporate reserve. The second is more relevant if the country strategic plan is intending to access government funding because the RPJMN then provides guidance for what will get funded. If the next country strategic plan needs to secure funding from the Indonesian Government or from specific donors, the WFP should already be deeply engaged in dialogues with these agencies as they develop their frameworks. Since the next RPJMN (2020–2024) was finalized in August 2019, the 2020 timing of the new country strategic

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<sup>192</sup> None of the activity managers reported going through such a training in the evaluation. One manager said that they had organized a training for their own staff on how to do communication with high-level non-technical government stakeholders.

<sup>193</sup> For example, in the organizational organigrams, there does not appear to be identified expert advisor positions in the corporate system for supporting relationship skill development among country staff.

plan development may impede the ability of WFP to influence the national policy framework over the next five years – and limit opportunities for WFP engagement.

# 3. Conclusions and recommendations

## 3.1. OVERALL ASSESSMENT

168. The country strategic plan has made positive achievements despite being implemented for only a few years and with limited resources and implementation challenges.

169. **Relevance and strategic positioning:** The CCS-focused country strategic plan is coherent with the strategic policies and priorities of the Government of Indonesia, the United Nations and WFP. The discrete country strategic plan activities are appropriate responses toward addressing the needs of the poor and most vulnerable people in Indonesia. More importantly, the country strategic plan has the potential to help shape the policy direction of the Government.

170. The strategic position of WFP has been flexible in terms of responding to ad hoc requests and adjustments. Positioning a technical service provider with the Government placed the onus on the Government to identify and request support, which limits the opportunity for WFP to engage proactively or strategically. This is further affected by needing to seek grants for projects, usually to fund technical product delivery.

171. Over the course of the country strategic plan implementation, multiple new actions have been added under the country strategic plan umbrella, each with its own individual relationships to government ministries or agencies. These new activities have helped to expand the thematic reach and programming scope of WFP. Individually, each of the new initiatives was appropriate and relevant. Collectively, they represent a broad array of specific relationships across the range of themes and ministries, with consequent challenges for investing the requisite energy in the policy development role.

172. There is potential for the country office to align the separate activities internally as well. The country strategic plan activities are associated with individual outputs, which in turn focus on specific strategic objectives. This creates a tendency towards compartmentalized implementation and inhibits multisectoral engagements. An integrated programmatic objective could have the potential to link vulnerability analysis and mapping, emergency preparedness and response, and social protection programming under a single umbrella, which may facilitate increased strategic analysis and coordination and perhaps connect the programming more explicitly at the higher level to the Sustainable Development Goal 2 Zero Hunger commitment.

173. **Results and performance:** WFP is viewed by government and other external stakeholders as an organization with technical expertise in emergency response (especially logistics) as well as food security and nutrition data collection and analysis. The expansive nature of government requests for vulnerability analysis and mapping systems in food security and emergency preparedness and response support beyond the original agreements suggests that government partners see potential for WFP to engage holistically in multiple sectors within their areas of expertise. The changes in perspectives and relationships for WFP after direct coordination of the Sulawesi response suggest that there may still be a role for direct engagement to provide positive cascade effects to other areas of the country strategic plan, even when focused solely on government capacity strengthening.

174. WFP has contributed to the achievement of higher-level outcomes, and it is seen as exerting its comparative advantage for technical contributions, particularly in food security and emergency response. WFP is seen as having better technical relationships than higher-level strategic relationships. There is potential for WFP to further maximize its comparative advantages by bringing in international knowledge and best practices and playing a coordination and convening role. This is limited to some extent by the funding and staffing practices and professional development support currently employed.

175. Gender and protection considerations remain relevant to the country strategic plan within a country capacity-strengthening approach without direct implementation. The Government of Indonesia already had in place policy frameworks and implementation guidance that prioritized or sensitized analysis toward gender equality and protection issues. The primary contribution of WFP to these issues has been to further

nuance and support a sensitization towards gender and vulnerable populations during data collection, analysis, response, and implementation of government activities.

176. The country strategic plan approach has shown success in terms of flexibility and responsiveness for engaging within a country capacity-strengthening approach. There has been substantive progress towards reducing food insecurity and improving nutrition in Indonesia based on the changes in the Sustainable Development Goal indicators. WFP contributions align with these improvements, although its degree of contribution cannot be quantified. The greatest contributions to capacity strengthening for the country strategic plan as a whole have been in the individual and institutional domains and in the two pathways of stakeholder programme design, delivery and monitoring and evaluation; and institutional effectiveness. The expansion of contributions beyond the originally described programme documents is a positive testament to the flexibility of the country strategic plan to adapt over time.

177. Sustainability of gains will be based on government management and commitment, as these are government programmes that WFP is supporting. While government institutional systems and programmes are likely to be sustained, frequent turnover in personnel presents sustainability challenges for individual capacity. There is still a significant interest from the Government for continuing WFP support in the coming cycle. Additionally, means for working under a decentralized approach (such as the one used with the school meals programme) need to be further defined even as the government's rules and regulations on decentralization continue to evolve.

178. **WFP resource efficiency:** It is a challenge to assess cost-efficiency of the CCS-focused country strategic plan. As a country strategic plan focused on capacity strengthening, the entire budget is relatively small compared to the previous country programme 200245. The country capacity-strengthening approaches have the potential to be cost-efficient in terms of number of persons impacted per unit through the potential cascade effect of government programmes supported.

179. In terms of coverage and targeting, approaches predicated on support to existing government programmes presents a different time scale from direct project implementation. WFP has been able to contribute input on adjustments to social programmes and food security budget allocations and policy adjustments that have improved coverage of vulnerable and food-insecure populations. The exact degree of contribution cannot be quantified but has been positive and is reflected in the broader positive shifts in higher-level food security and nutrition indicators. Timing issues are serious and affect not only the delivery of planned outputs, but also the potential for collaboration and funding.

180. While the country strategic plan is synchronized to the UNPDF/UNSDCF cycle, the lack of alignment with government workplans and budgets calendars prevented WFP from maximizing its ability to influence national and ministerial policy or integrate with official planning, which is necessary for adequate alignment in activity implementation and cost-sharing support. The flexibility of the CCS-focused country strategic plan allowed WFP to engage in spite of these constraints. Most of its important contributions were therefore in spaces "in between" government processes – budget adjustments, ad hoc requests, and so forth.

181. **Factors affecting results:** The CCS-focused country strategic plan was a relatively new type of programme for WFP and for the Government of Indonesia. The experiences of the country strategic plan highlight elements that should be adjusted to maximize the potential of this type of approach, including funding, alignment with government systems, staffing, implementation of activities outside of a project frame, official agreements with relevant government institutions, and a reporting system required to reflect gains in this genre of engagement.

182. The country strategic plan has struggled with obtaining the necessary financing to manage this style of programme, resulting in multiple cost-adjustment measures, which have had an effect on the composition of staff and programme focus. This in turn has minimized the potential of WFP to expand the necessary policy influence communication skills and high-level technical expertise required for policy development. The country office therefore finds itself in the paradoxical position where the most important elements of sustaining the CCS-focused country strategic plan are the least able to be sustainably funded.

183. The implication of this type of approach is a close engagement and alignment with government systems and processes as well as reliance on government financing for maintaining the country strategic plan – particularly engagements and processes that lie outside of the delivery of a specific technical product. The country office does not yet have sufficient human resources invested in policy input processes, nor are there

sufficient corporate training mechanisms or resources for all the levels of staff in the country office to expand their capabilities in this regard.

184. One of the key conclusions from this evaluation is that the country capacity-strengthening approach in the Indonesia country strategic plan will require substantive political astuteness and communications expertise across all levels of staffing and significant sensitivity to government processes and movements above and beyond technical expertise in a particular field. The introduction of the country strategic plan led to staff feeling that they had not been sufficiently prepared for the shift in roles. The implications of this type of CCS-focused country strategic plan in Indonesia had not been fully identified prior to design, resulting in a staffing structure built for direct project implementation through grant funding that nonetheless had to transition toward greater strategic engagement and policy-level discourse. WFP country office and government staff turnover further hampered the internal analysis and transitions required. In order to expand into these other roles and play a cross-functional country capacity-strengthening role in Indonesia, WFP may need to develop a different way of funding not tied to specific activities.

185. As a result of these implicit barriers, multiple internal operational processes, and lack of a corporate performance framework to capture the investment and effort required for policy input and strategic relationship building, the country office's visibility in the policy arena, and its ability to carry out evidence-based reflection on strategic outcomes or intersectoral coordination against high-level Sustainable Development Goals was limited.<sup>194</sup> Corporate guidelines on how to report country capacity-strengthening activities in country briefs or annual country reports did not exist at the time of design, leading to reduced visibility of the country office's work. Subsequently, developed resources such as the country capacity-strengthening process milestones bridged this gap in future country strategic plans, but these were not available at the time of the country strategic plan design.

186. The findings suggest that there is considerable potential for this type of CCS-focused country strategic plan form of engagement. To maximize its potential, adjustments based on lessons learned from the first cycle of implementation should be explored. These cover a gamut of departments and themes from human resources to resource mobilization to programmes and sectors.

187. A particular growth area for the next country strategic plan cycle will be to determine adjustments required to effectively engage in national policy discourse, maintain flexible responsiveness to emergent requests, and align WFP systems, calendars and timing to better integrate with those of the Government.

188. The evaluation team finds that there is great potential not only for the Government of Indonesia and the WFP Indonesia country office, but also for WFP offices in other countries to utilize the learning from the country strategic plan implementation. The learning derived from the country programme and country strategic plan implementation in Indonesia can also be used to inform global WFP capacity-strengthening corporate frameworks, administrative systems, and strategic approaches in order to maximize the potential of a CCS-focused country strategic plan approach, especially in middle income countries.

## 3.2. RECOMMENDATIONS

189. The bulk of the recommendations involve strengthening the relationship-building and communication components of the CCS-focused country strategic plan in Indonesia. Many of these recommendations focus on operational dimensions related to the management and functioning of the country strategic plan itself. The evaluation team considers that adjustments to WFP internal operational processes require significant emphasis to fully align with the strategic objectives of a CCS-focused country strategic plan. Additional considerations that have emerged from this evaluation touch on corporate processes or structures, some at the overall United Nations level in a country. These corporate factors lie beyond the scope of the evaluation mandate, but it is hoped that the findings identified in this evaluation can contribute to future corporate evaluations of CCS-focused country strategic plans.<sup>195</sup>

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<sup>194</sup> Additional comments suggest that there is a new corporate set of tracking indicators being developed for CCS-focused country strategic plans, but these were not in use during the period under review.

<sup>195</sup> Matrix linking findings to conclusions to recommendations found in Annex 4.

No.	Recommendation	Type	Who	Level of prioritization	When
1	<p><b>Strategic direction:</b> As part of CSP design, WFP should build on successes and consider the development of the following strategic directions:</p> <ul style="list-style-type: none"> <li>i) continue to emphasize VAM support through VAMPIRE and FSVA enhancements;</li> <li>ii) expand the scope of EPR beyond logistics and supply chain to areas such as resilience in villages, disaster committees, social protection programming in emergencies and emergency assessments;</li> <li>iii) Prioritize a multisectoral objective that targets slow onset drought and climate change adaptation, which could include food security forecasting, internally displaced person (IDP) forecasting, social programming for IDPs and social programming in emergencies;</li> <li>iv) Explore, in collaboration with the Government, possible and appropriate modes of direct engagement in the areas where WFP can exercise its technical comparative advantages to support the Government.</li> </ul>	Strategic	Country office, supported by headquarters (Programme – Humanitarian and Development Division (PRO); Research, Assessment & Monitoring Division (RAM); Climate and Disaster Risk Reduction Programmes Unit (OSZIR); Technical Assistance and Country Capacity Strengthening Service (OSZI); Emergency Operations Division (EME) and the Regional Bureau for Asia and the Pacific	High	Within 12 months

2	<p><b>Partnership/engagement:</b> As part of the new CSP design, WFP should develop a systematic and in-depth analysis and review of its existing network of relationships with partner ministries and agencies, including:</p> <ul style="list-style-type: none"> <li>i) identification and mapping of interest groups and their positions, allies and representatives in targeted ministries and agencies;</li> <li>ii) an assessment of the quality of the technical, operational and strategic dimensions of relationships;</li> <li>iii) a network analysis to identify points of intersection and collaboration;</li> <li>iv) a gap analysis to identify new ministries, agencies and interests that are not yet part of WFP relationships but should be; and</li> <li>v) in-depth analysis of policy gaps and reforms required by the Government to achieve SDG 2.</li> </ul>	Strategic	Country office, supported by headquarters (PRO and OSZI) and the regional bureau	High	Within 12 months
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3	<p><b>Direct engagement:</b> WFP should consider additional office and organizational modifications in human resources to maximize its potential for policy input engagement. To that end, among other things, it should:</p> <ul style="list-style-type: none"> <li>i) conduct an in-depth analysis of country office internal capacity to identify current skills and aptitudes for necessary roles for the new CSP and establish a senior level policy input communication advisor role within the country office;</li> <li>ii) consider staffing profiles based on the existing corporate CCS terms of reference and ensure that the staff in those positions have the appropriate skills for policy inputs and astute policy communication;</li> <li>iii) conduct re-training for all staff on skills required for cultivating relationships in policy input;</li> <li>iv) recruit and retain an increasing number of policy communication and analysis experts;</li> <li>v) develop peer-to-peer horizontal learning groups on CCS;</li> <li>vi) establish partnerships with highly knowledgeable and well-respected academics to help WFP better position itself in advocating policy development and reform; and,</li> <li>vii) strengthen regional bureau capacity for CCS and policy input communication by identifying a resource person to support programming and analysis related to the national legislative landscape, policy and implementation or strategic communication at policy fora.</li> </ul>	Operational	Country office, supported by headquarters (PRO, OSZI and the Human Resources Division (HRM) and the regional bureau))	High	Within 18 months
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4	<p><b>Legal agreements:</b> WFP should consult with relevant Government entities regarding the operationalization of lessons learned from the CSP that will help it to engage better with Government, including:</p> <ul style="list-style-type: none"> <li>i) exploring opportunities for signing technical agreements with the Government (ProDocs) at the level of the Ministry of National Development Planning, especially for multisectoral activities;</li> <li>ii) establish relationships and agreements with the Ministry of Home Affairs for all activities – including the inclusion of the ministry in ProDocs signed at the Ministry of National Development Planning to promote cascade effects from the national to subnational levels;</li> <li>iii) organize a Government collaboration process on identifying challenges to the synchronization of workplans, budgeting and resourcing systems and processes to allow for better integration.</li> </ul>	Operational	Country office, supported by headquarters (PRO and OSZI) and the regional bureau	High	Within 6–12 months
5	<p><b>Internal reporting and monitoring and evaluation processes:</b> WFP should consider piloting adjustments to the reporting and monitoring and evaluation systems and tools to better capture progress towards the achievement of long-term strategic outcomes. Key steps include:</p> <ul style="list-style-type: none"> <li>i) document review of existing templates;</li> <li>ii) consultations and discussions with WFP personnel, including former leadership, to identify gaps in current reporting, areas where staff resourcing is frequently allocated and how to encourage adaptations and flexible response to emergent needs;</li> <li>iii) piloting of capacity-strengthening indicators recently developed by headquarters; and</li> <li>iv) allocating a review and adjustment exercise after one year of piloting – perhaps through a decentralized evaluation or within the framework of a mid-term CSP review process (during the third year of a five-year CSP).</li> </ul>	Operational	Country office, in collaboration with the regional bureau and headquarters (PRO, RAM, OSZI and the Corporate Planning and Performance Division (CPP))	Medium	<p>Within 18 months</p> <p>Within 39 months</p>

6	<p><b>Coordination and convening:</b> Building on WFP comparative advantages, during the design of the next CSP the country office, with regional bureau support, should establish mechanisms or arrangements that reinforce WFP's potential convening and coordinating roles, taking advantage of existing global WFP knowledge and experience to inform national capacity strengthening, including:</p> <ul style="list-style-type: none"> <li>i) increased participation in, and convocation of, working groups and clusters;</li> <li>ii) creating horizontal peer-to-peer WFP working groups (recommendation 3-v) and contracting and maintaining high-level positions (recommendation 3-i).</li> </ul>	Operational	Country office, supported by the regional bureau	Medium	Within 18 months
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7	<p>Resource mobilization:</p> <p>a) Given the importance of Government funding for future CSP work in the country, to inform the next CSP cycle WFP should identify guidance protocols for securing Government funding within a CSP focused on CCS as part of a larger resource mobilization strategy that includes traditional and private sector funding.</p> <p>b) To support this approach and Government funding focus, WFP headquarters should develop a lessons learned exercise, including:</p> <ol style="list-style-type: none"> <li>1) integrating a multi-country lessons learned review of WFP experiences with Government financing, including an in-depth analysis of policy structures, budgeting frameworks and timing mechanisms that may present barriers to implementation;</li> <li>2) convening peer exchanges for WFP staff from similar capacity strengthening country offices for horizontal learning;</li> <li>3) convening government stakeholder consultations with multiple countries, where possible, to assess challenges and opportunities for this type of WFP relationship.</li> </ol>	Operational	<p>Country office, supported by headquarters (PRO, OSZI, the Public Partnerships and Resourcing Division (PPR) and CPP) and the regional bureau.</p> <p>Headquarters (Partnerships and Advocacy Department (PA) – Strategic Partnerships Division (STR) PPR, supported by PRO, OSZI and CPP)</p> <p>Headquarters (STR)</p> <p>Headquarters (PA – STR, PPR, supported by PRO, OSZI and CPP)</p>	Low	<p>Within 12 months</p> <p>Within 27 months</p>
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# Annexes

## Annex 1: Terms of Reference

### 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),<sup>1</sup> 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 islands<sup>2</sup> 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 people<sup>3</sup> from 360 ethnic groups,<sup>4</sup> it is the world's 4th most populous country.<sup>5</sup> Indonesia is ranked as a lower middle-income country since 2010<sup>6</sup> with steady economic growth expanding its Gross Domestic Products per capita from US\$ 857 in the year 2000 to USD\$ 3,847 in 2017.<sup>7</sup> For 2017, Indonesia's Human Development Index was 0.694, positioning it as Medium Human Development at 116<sup>th</sup> in ranking out of 189 countries.<sup>8</sup>

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,<sup>9</sup> to 9.8 percent in 2018.<sup>10</sup> However, 28 million people still live below the national poverty line.<sup>11</sup> Rapid economic development also increased inequality with large geographical disparities, which is reflected in the Gini index of 37.9 in 2017.<sup>12</sup> Rural poor accounts for more than 60 percent of the total poor.<sup>13</sup> Poverty rates in Nusa Tenggara Timur and Papua Provinces remain above 20 percent,

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<sup>1</sup> WFP Indonesia Country Strategic Plan (2018-2020)

<sup>2</sup> Indonesia's SDG Voluntary National Review 2017

<sup>3</sup> Indonesia's SDG Voluntary National Review 2017

<sup>4</sup> Government-United Nations Partnership for Development Framework (UNPDF) 2016 - 2020

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

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

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

<sup>8</sup> UNDP. 2018. Human Development Indices and Indicators 2018 Statistical Update,

<sup>9</sup> World Bank. 2014. [Reducing inequality in Indonesia](#).

<sup>10</sup> World Bank Group. April 2019. Poverty and Equity Brief, Indonesia,

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

<sup>12</sup> World Bank Group. April 2019. Poverty and Equity Brief, Indonesia

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

while the rate in Jakarta is 3.93 percent.<sup>14</sup> Although the overall unemployment rate was 4.1 % in 2017,<sup>15</sup> the youth unemployment rate is high with 15 percent.<sup>16</sup>

### National Policy

6. The Government of Indonesia addresses its development priorities through its National Medium-Term Development Plan (RPJMN)<sup>17</sup> 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.<sup>18</sup> 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).<sup>19</sup> 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.<sup>20</sup>

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 73<sup>rd</sup> 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.<sup>21</sup> While overall food security has improved, approximately 20 million people live with food insecurity.<sup>22</sup> Despite sufficient food availability, access to, and utilization of food remain as a challenge.<sup>23</sup> 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.<sup>24</sup> While women's literacy, which is linked to feeding practices and child nutrition outcomes, has improved markedly, more than 20 percent of women were illiterate in 45 districts.<sup>25</sup> Poor households headed by women, which is about 12 million people, face a higher risk of being affected by shocks.<sup>26</sup>

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<sup>14</sup> UNPDF Progress Report 2016-2017

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

<sup>16</sup> UNPDF 2016 - 2020

<sup>17</sup> Rencana Pembangunan Jangka Menengah Nasional

<sup>18</sup> OECD. October 2018. OECD Economic Surveys Indonesia

<sup>19</sup> World Bank. 2017. Indonesia Social Assistance Reform Program Information Document, Appraisal Stage

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

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

<sup>22</sup> WFP Indonesia. 2018. Annual Country Report,

<sup>23</sup> 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.

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

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

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

10. The Food Law (8/2012) recognizing the right to adequate food for all institutionalised the legal framework for food security.<sup>27</sup> 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.<sup>28</sup>

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.<sup>29</sup> The stunting rate remains high at 30.8 percent nationally, and 2 of 34 provinces exhibiting a very high prevalence of over 40 percent.<sup>30</sup> 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.<sup>31</sup> Proportion of anaemia among pregnant women is 48.9 percent in 2018.<sup>32</sup>

### Agriculture

12. While the agricultural sector's share of GDP is decreasing from 24 percent in 1983 to 13 percent of GDP in 2017,<sup>33</sup> 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.<sup>34</sup> Around 31 percent of Indonesia's labour force is employed in the agricultural.<sup>35</sup> 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.<sup>36</sup>

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.<sup>37</sup>

### 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,<sup>38</sup> both girls (45 percent) and boys (48 percent) aged 15–19 years believe domestic violence is justifiable.<sup>39</sup> 31 percent of children are without birth registration, making them invisible in national planning and preventing them from accessing public services and infrastructure.<sup>40</sup>

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.<sup>41</sup> 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.<sup>42</sup>

### Education

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<sup>27</sup> Food and Agriculture Organization (FAO). 2006. *FAO Right to Food in Practice*.

<sup>28</sup> WFP, SMERU Research Institute, UKP4. 2015. *Food and Nutrition Security in Indonesia: A Strategic Review*

<sup>29</sup> FAO, IFAD, UNICEF, WFP, WHO. 2018. *Food Security and Nutrition in the World*.

<sup>30</sup> Kementerian Kesehatan, Republik Indonesia. 2018. *Riset Kesehatan Dasar*.

<sup>31</sup> FAO, IFAD, UNICEF, WFP, WHO. 2018. *Food Security and Nutrition in the World*.

<sup>32</sup> Kementerian Kesehatan, Republik Indonesia. 2018. *Riset Kesehatan Dasar*.

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

<sup>34</sup> FAO. 2018. *Small Family Farms Country Factsheet*

<sup>35</sup> 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>

<sup>36</sup> FAO. 2018. *Small Family Farms Country Factsheet*

<sup>37</sup> WFP, Food Security Council Secretariat (BKP). 2015. *Food Security and Vulnerability Atlas of Indonesia*

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

<sup>39</sup> UNPDF 2016-2020

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

<sup>41</sup> UNPDF 2016-2020

<sup>42</sup> UNPDF 2016-2020

16. Indonesia reached nearly 100 percent primary school enrolment with a net enrolment of 95 percent for boys and 89 percent for girls enrolled in 2017.<sup>43</sup> 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.<sup>44</sup> However, approximately 4.5 million<sup>45</sup> 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,<sup>46</sup> and expanding health services.

18. Nevertheless, with its Gender Inequality Index of 0.453 ranking at 104 among 160 countries, substantial needs still remain.<sup>47</sup> One in six girls are married before their 18<sup>th</sup> 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.<sup>48</sup> Female genital mutilation/cutting is also a common practice (51 percent of 0–11 year old girls), and until recently was permitted by law.<sup>49</sup>

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.<sup>50</sup>

### 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.<sup>51</sup> Indonesia has beaten small pox and polio and was declared free from 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,<sup>52</sup> 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.<sup>53</sup>

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.<sup>54</sup>

### International Assistance

22. During the period 2015-2017, Indonesia has received a yearly average US\$ 27 million net Official Development Assistance (ODA).<sup>55</sup> The proportion of net ODA per Gross National Income is almost zero.<sup>56</sup> The top five ODA funding sources are Japan, Germany, USA, France and Australia, followed by Global Fund, Korea,

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<sup>43</sup> World Bank. [World Development Indicators](#).

<sup>44</sup> UNPDF Report 2017-2018

<sup>45</sup> UNICEF Indonesia [Website](#) accessed 4 April 2019.

<sup>46</sup> UNPDF Report 2017-2018.

<sup>47</sup> Human Development Report, 2015 & 2018

<sup>48</sup> SDG Factsheet Indonesia, SDG 5 Gender Equality

<sup>49</sup> UNPDF 2016-2020

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

<sup>51</sup> UNPDF Report 2016 -2017

<sup>52</sup> JKN Programme data is managed by the Social Security Management Agency (BPJS)

<sup>53</sup> Kementerian Kesehatan. 2018. Riset Kesehatan Dasar.

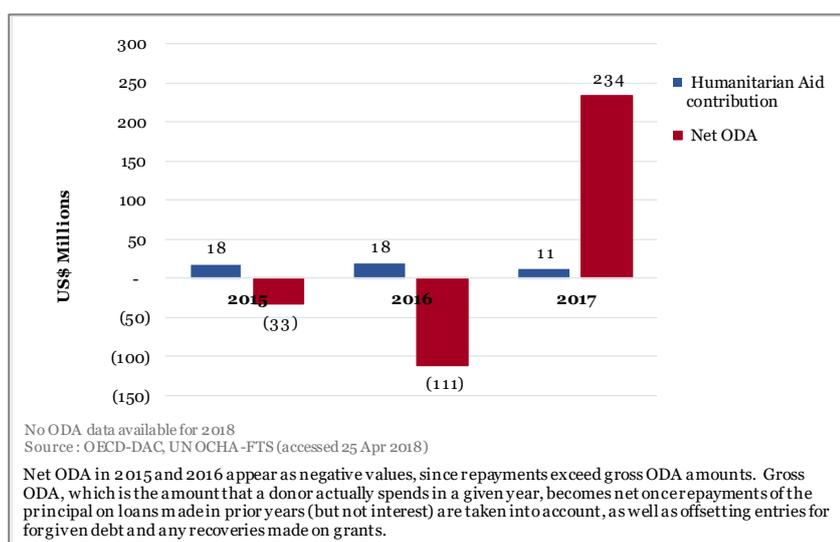
<sup>54</sup> Human Development Report, 2018

<sup>55</sup> [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)

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

Norway, EU institutions and UK.<sup>57</sup> Main humanitarian donors have comprised of USA, Central Emergency Response Fund and European Commission.<sup>58</sup>

**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 articulated its partnership in the Government – United Nations Partnership for Development Framework (UNPDF),<sup>59</sup> which covers the period of 2016 – 2020<sup>60</sup> 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) 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.<sup>61</sup>

## 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

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

<sup>58</sup> 2015-2019. OCHA Financial Tracking System accessed 24 April 2019.

<sup>59</sup> Equivalent to the United Nations Development Framework (UNDAF).

<sup>60</sup> UNPDF follows the previous UNPDF, which covered 2011 – 2015.

<sup>61</sup> UNPDF 2016 - 2020

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,<sup>62</sup> 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 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 beneficiaries<sup>63</sup> 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.

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<sup>62</sup> 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.

<sup>63</sup> 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.

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 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	
<b>Output 1.1:</b> National and subnational food security and nutrition data collection and analysis systems enhanced	<b>Output 3.1:</b> National humanitarian supply network enhanced	<b>Output 2.1:</b> Tailored balanced diet promotional campaigns adequately delivered to targeted populations	<b>Output 2.2:</b> National social protection and school meal programmes designed to improve the nutrition status of recipients
<b>Activity 1:</b> Support the Government in collecting and analysing data on food security and nutrition for optimum policies and programmes	<b>Activity 4:</b> Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.	<b>Activity 2:</b> Promote balanced diets to address undernutrition and overweight	<b>Activity 3:</b> 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,<sup>64</sup> 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

<sup>64</sup> WFP HR Analytics dashboard at 31 March 2019.

### 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 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.

<b>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?</b>	
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?
<b>EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Indonesia?</b>	
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?
<b>EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	
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 analysing 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:<sup>65</sup> desk review,<sup>66</sup> 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

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<sup>65</sup> There is no sequence or order of priority in the techniques listed.

<sup>66</sup> 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.

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.

#### **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.

#### **4.5. 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.

**Figure 3: Provisional Timeline Overview**

Phases	Mar-May 2019	Jun - Aug 2019	Aug - Sep 2019	Oct 2019- Feb 2020	March 2020 onwards	Deliverables
<b>Phase 1 (Preparation)</b> Desk Review Preparation of ToR CO/RBB consultation	X					ToR (draft and final) Contracting evaluation firm
<b>Phase 2 (Inception)</b> Remote briefing HQ Document review Inception mission in Jakarta		X				Inception Package
<b>Phase 3 (Fieldwork)</b> Evaluation, data collection/ analysis, exit debriefing, HQ Briefing			X			Exist Debriefing HQ Briefing by PPT
<b>Phase 4 (Reporting)</b> Report drafting, comments and revision				X		Draft Evaluation Report (D0 -3); Learning workshop (Dec 2019)
<b>Phase 5 (Dissemination)</b> EB Follow up Actions EB.2/November 2020					X	Summary Evaluation Report Presentation of SER to EB2/ November 2020 Management Response, Evaluation Brief

65. The Evaluation Team will produce an evaluation report, which should not exceed 28,000 words (approx. 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 an 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
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the ability to resolve problems.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Emergency Preparedness and Response (EPR)</b>	<ul style="list-style-type: none"> <li>• Evaluate WFP assistance to the government in strengthening institutional capacities for emergency preparedness and responses to the wider humanitarian community and national institutions</li> <li>• 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.</li> </ul>
<b>Food security, livelihoods and safety net</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Evaluate training and technical assistance to national and sub-national governments and other development and humanitarian partners to improve vulnerable people's livelihood.</li> <li>• Review food security assessments, VAM, M&amp;E processes and products</li> <li>• Assess efficiency, timelines and cost-effectiveness of WFP technical assistance/capacity development modalities Evaluate WFP's technical assistance to the government social protection programmes, as well as to the national school feeding programmes.</li> </ul>
<b>Nutrition</b>	<ul style="list-style-type: none"> <li>• Evaluate the development and delivery of education on healthy eating habits and nutrition outlined in the CSP through government capacity strengthening</li> <li>• Evaluate nutrition component of the CSP design, implementation, outputs and outcomes</li> <li>• Review WFP nutrition assessments and monitoring systems; programming</li> <li>• Assess WFP assistance to national capacity development and partnerships in the nutrition sector</li> </ul>
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

### 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.

## Annex 2: Methodology Guidance and Fieldwork Tools

### 2.1 METHODOLOGY ADDITIONAL DETAILS

1. **Thematic focus:** The evaluation assessed all four activities implemented under the three strategic outcomes of the country programme and country strategic plan as well as cross-cutting issues – gender, protection, accountability to affected populations, and partnerships. It seeks to provide an assessment of WFP Indonesia's progress on transitioning to a pure capacity-strengthening programming (and the implications of reliance on significant government funding to support operations). The evaluation inception phase began in June 2019 with a two-week data-collection field phase ending in early September. Annex 6

(Tables 6.2 and 6.3) presents further details on the evaluation timeline. Site visits and stakeholders interviewed were based on criteria of information richness.

2. **Tools:** The qualitative tools included an interview guide for key informant interviews, an oral history, a “most significant change” (MSC) exercise to be done as part of the case studies, and separate case study interview guides for the school meals programme and the Sulawesi response. The quantitative data came from pre-existing information (logframe indicators in particular, but also United Nations and WFP reports) and from the virtual survey. The tools were all employed during the evaluation phase. Gender considerations informed the interview guides (Subsection 2.3 and were utilized as a criterion for the selection of respondents where possible (especially within the case study contexts). The interview guides were based on the evaluation matrix found in Annex 3. The persons interviewed are listed in Annex 5.

3. **Process:** The tools were developed in consultation with the country office and other stakeholders to ensure that they were appropriate to the context. For the primary evaluation field mission, the evaluation team met together prior to the first round of interviews and reviewed the relevant tools to ensure that all team members had a common understanding regarding the concepts and intent. After the first day of interviews, the evaluation team then met and reviewed the interview process and the performance of the tools in question. The team also discussed key observations from the day and identified any emergent themes to follow up in subsequent interviews. The team met every afternoon as feasible within the travel schedule to review the key findings from the day, identify any new emergent themes, and identify any elements for deeper exploration. Notes from each interview were compiled into a notes template. The team also kept an updated emergent observations matrix where key themes were entered based on the reflection discussions at the end of the day. At the end of the field mission, the evaluation team met together for an entire weekend along with the case study researcher enumerators and went through an iterative process of identifying key emergent themes and tracking findings against the terms of reference questions. These initial observations were shared in an exit presentation with the entire WFP country office staff and questions and comments were integrated into the field notes.

4. For the case study researchers, the enumerators met for a two-day training session with the senior evaluator on the evaluation team to go through an orientation to each case study objective. The tools were reviewed, and case study enumerators practiced the interview tools with the evaluation team members and adjusted style and presentation as required. After going to the field and meeting with stakeholders the first day, each respective case study researcher had a check in debrief with the evaluation team senior evaluator. Based on the discussions, the case study researchers identified further themes for exploration or necessary adjustments to data collection or note taking. At the mid-term of the case study phase, the enumerators met with the evaluation team lead in order to debrief about findings and discuss potential areas for further exploration based upon available information against the terms of reference questions. Prior to the two-day analysis workshop, each case study enumerator prepared a short report on their activities with key observations highlighted. This report, interview notes, and enumerator observations were integrated into the collective data analysis for building conclusions against the evaluation questions. Data analysis procedures and tools are described in further detail in Annex 2.4.

5. After the field phase, data analysis and conclusion-building continued as the evaluation team integrated additional documentation review, follow up skype calls, and pre-existing quantitative data into the qualitative data gathered during the field mission. A second presentation was made to the Office of Evaluation and the country office (via skype) regarding ongoing findings and conclusions (Annex 6, calendar). After initial drafts of the evaluation report (ER) were built, a stakeholder workshop was held in Jakarta with WFP, United Nations, and Government of Indonesia stakeholders – more than 80 people were in attendance – to present findings and recommendations from the evaluation. Observations and comments were taken into consideration in the building of subsequent drafts of the evaluation report.

6. **Triangulation and standards:** Triangulation of data was conducted using method and source triangulation including a review of the activity-level theories of change to compare against findings for a contribution analysis. Team members also used evaluator triangulation during evening and weekend discussions and whilst travelling together. The core team members and the case study enumerators met together for a weekend of collective data analysis to build the case study findings and identify themes and patterns to illuminate the findings. Initial findings and conclusions were shared through presentations to the WFP country office and regional bureau teams at the end of the field mission, and their feedback obtained.

The team paid special attention to ensuring that the views and opinions of the most vulnerable – where applicable – were adequately captured and incorporated into the analysis.

7. **Ethical considerations and data protection:** Interviews were carried out in accordance with the Ethical Guidelines for Evaluation of the United Nations Evaluation Group (UNEG), notably to ensure that key informants at all levels understood that their participation was voluntary and that confidentiality would be respected. Informed consent principles and the maintenance of confidentiality are crucial pillars of any evaluation data collection exercise. In this CSPE, interviewees were informed at the start of the interview of the purpose of the evaluation, given assurances of voluntary participation and assured of the confidentiality of all responses. Potential interviewees were likely to have high workloads and the evaluation team used the principle of mutual respect by ensuring that the interviews were as concise and efficient as possible. The vast majority of interviewed respondents were government figures and United Nations actors who are not necessarily particularly vulnerable. Principles of informed consent were integrated into all interviews even for high-level government actors.

8. In the case of interviews with more vulnerable populations during the case study data collection, in addition to the standard ethical requirements of any evaluation data-collection process, participants in the case study interviews who may have been in more vulnerable positions were given extra consideration. The case study enumerators underwent a series of trainings on ethical considerations and informed consent prior to moving into the field phase and were coached on the importance of confidentiality and data protection. Informed consent is predicated on a comprehensive understanding of the nature and purpose of the research. The enumerators were trained by the evaluation team members to explain the evaluation objectives in simple language and make sure that the populations understood what they were being asked to do and that they had the right to say no. Enumerators were also taught to be attentive to automatic power imbalances between different groups or classes and to ensure that the interviews took place where respondents could share freely without being overheard by others. During school observation visits any informal interactions with school children only took place on school grounds and only after consultation with, and permission from, the school authorities.<sup>1</sup> Vulnerable populations affected by the Sulawesi response were interviewed in their own contexts and in their own language. When women were interviewed, the case study enumerators were instructed to ensure that they were not alone in spaces where protection issues could develop.

9. After data was collected, data protection measures were used to ensure respondent confidentiality. For the quantitative online survey, the survey data were encrypted behind a password firewall and was only able to be accessed by a KonTerra staff member. Personal data, including phone numbers, names, or references to others that could be used as locaters were stripped from the data before they were shared with the evaluation team. For the qualitative data, interview notes from the evaluation team were kept on password encrypted computers. Personal names and other potential identifiers were removed from the data prior to analysis in both the evaluation team interviews and in the case study interviews. Data analysis was only carried out with the evaluation team members to ensure confidentiality. Data compiled and reported on were aggregated, so that individual responses could not be traced to specific locations or individuals. In some cases, specific examples could not be cited in the evaluation findings because it would have been possible for the readers familiar with the context to identify who had shared this observation. It is expected that after the finalization of the report, both quantitative and qualitative data will be deleted to further protect individuals from possible identification.

10. **Limitations to the study:** There are conceptual or contextual limitations to any evaluation as well as limitations that emerged during the course of the data collection and data analysis phase. The conceptual limitations were also noted in the main narrative of the evaluation. These are summarized again here:

- Country strategic plan duration: The final evaluation of the country strategic plan is occurring just two years after the plan itself was launched – and three years from the development of the country programme. This is too short a time period from which to observe long-term capacity-strengthening work.
- Indirect WFP contributions: The capacity-strengthening activities implemented by WFP are directed towards supporting government personnel and strengthening government systems, which in turn

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<sup>1</sup> Children were not formally interviewed in the case study visits due to protection considerations.

are the primary implementers of the programming that contributes to the targeted outcomes. Therefore, WFP actions can only have an indirect effect on the achievement of the strategic outcomes rather than a direct effect.

- Corporate country capacity-strengthening indicators: Within the country strategic plan logframe, no outcome level indicators linked to the country strategic plan for measuring visible behaviour change in government capacity or social change were measured. The evaluation team developed a set of proxy indicators for assessing capacity and strategic outcomes but inferences from these should be treated as approximations. Rationale and description are found in Annex 9 (section 9.3).
- Policy change indicators: For the evaluation process, documentation sources for tracking evidence for country strategic plan-inspired policy change or for tracking the degree of policy influence and agreements are limited.<sup>2</sup> Neither the corporate indicators nor even the country briefs or annual reports can adequately represent these subtle and long-term processes.

11. With respect to evaluation process limitations, there were relatively few that had not already been anticipated:

- Country strategic plan partner diversity: There is an impressive diversity and extent of government stakeholder relationships that required substantive interview time and resource allocation to reach all relevant stakeholders.
- Government and WFP institutional memory: Frequent turnover in Government and WFP positions also presented limitations to assessing the entirety of the country strategic plan portfolio as institutional memory is frequently lost during transitions. This was partially mitigated by seeking out stakeholders who had transitioned but who still retained institutional memory of country strategic plan engagements.
- Tracking cascade effects: The terms of reference included a significant emphasis on including the direct beneficiaries of support and the voices of the most vulnerable. This was somewhat problematic given the indirect nature of WFP contributions to the government system. There were very few instances within the country strategic plan where WFP was directly engaged with vulnerable populations. This challenge was further exacerbated by the political decentralization process, which led to significant district autonomy from central structures. Therefore, the elaboration and national level focus of portions of WFP work that dealt with protection or provision of services could not necessarily be assumed to cascade to the decentralized district levels. The case study format for the school meals programme and the Sulawesi response were developed to try and provide at least some insights into potential benefits and challenges for cascading policy change to vulnerable populations. These case studies were successful, but given the relatively small number, they are best served for illustrating potential learnings rather than as a mechanism for generalizability.
- Quantitative survey response rate: By far the most significant limitation during the evaluation was the low response rate to the quantitative survey, which impeded its full use in the analysis. This has been discussed elsewhere.

12. Cost efficiency analysis: No concrete evidence was found during the evaluation to assess the cost-efficiency of delivering assistance, thus, the cost efficiency analysis was a challenge.

13. **Main users:** The main users for this evaluation are the WFP Indonesia country office and its stakeholders including the regional bureau in Bangkok (RBB), headquarters technical divisions, the Government of Indonesia, and other partners. The country strategic plan evaluation will also serve to inform the Government of Indonesia, United Nations agencies, regional entities, and local and international non-governmental organizations on the lessons learned, and based on the findings, to present recommendations based on those essential findings for WFP future engagement in the country.

14. **Evaluation team:** The KonTerra Group was contracted by WFP for the evaluation. The evaluation team was fully independent, was gender and culturally balanced and included two Indonesian national experts. It

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<sup>2</sup> The country capacity strengthening (CCS) developed a series of process milestones that could potentially better track the policy input and process oriented elements for capacity strengthening, but these were only recently developed, have not been yet integrated into the annual country report (ACR) requirements and were not available for the bulk of the country strategic plan under review.

consisted of a core team of four members: a team leader (TL) with a background in emergency response, capacity strengthening, and school meals programming; a nutritionist and government policy expert; a resilience and emergency response expert; and a gender and data systems expert. The core team was complemented by the four case study researchers to gather additional data. Three of the four core team members as well as all of the local case study researchers were fluent speakers of Indonesian. KonTerra also ensured first-line quality oversight based on the WFP Centralized Quality Assurance System (CEQAS) and Country Strategic Plan Evaluation Report Content Guide.

### Evaluability dimensions and mitigation measures<sup>3</sup>

Dimension	Assessment	Mitigation measures
Clear description of the situation at the start that can be used as a reference point to determine or measure change	<p>The CSP design was based on a strategic review of the food security and nutrition context, an assessment of institutional gaps, a description of government priorities, and the 2015 evaluation regarding the performance of the preceding CP</p> <p>Assessments of context were sufficient to elaborate areas of intervention, but not sufficiently operationalized to provide a means of pre- and post-comparison</p> <p>Subsequent interventions were part of a menu of multiple collaborator contributions limiting the ability to attribute perceived national context changes to WFP interventions solely</p>	<p>In-depth qualitative approaches tracking subtle process and relational elements to identify possible arenas of contribution</p> <p>Naturalistic approach highlighting stakeholder perceptions regarding actual changes that occurred rather than pre-post-comparison of a set of standards</p>
A clear statement of intended outcomes	<p>Two strategic outcomes contain specific targets at the level of changes in national statistics. The other strategic outcome contains an aspiration but without a clear statement of target</p> <p>All three strategic outcomes relate to government priorities at national level which require a multiple range of interventions from a broad set of actors to achieve. The link to the specific activities allocated to WFP within these strategic objectives are too narrow in focus to logically influence the strategic objectives without taking other interventions from other actors into account</p>	<p>Activity level accomplishments can be identified</p> <p>Contributions to strategic objectives required an assessment of the activity ToC for logical connection and the application of qualitative approaches with stakeholders to identify the potential contributions of the activities to higher level outcomes</p> <p>The post-facto application of the capacity-strengthening framework outcomes and dimensions for analysis can provide a template for analysis of outcomes for learning, although the CSP should not be held accountable to frameworks and processes developed after the CSP design</p>
A set of clearly defined and appropriate indicators with which to measure changes	<p>Present at activity level, somewhat present – although limited – at the output level, but not present at the outcome level</p>	<p>Activity level accomplishments can be identified</p> <p>Contributions to strategic objectives required an assessment of the activity ToC for logical connection and the application of qualitative approaches with stakeholders to identify the potential contributions of the activities to higher level outcomes</p> <p>The post-facto application of capacity-strengthening milestones from the newly developed corporate capacity-strengthening framework can be applied</p>

<sup>3</sup> From inception report.

Dimension	Assessment	Mitigation measures
		naturalistically to assess progress for learning, but the CSP cannot be held accountable to milestones and indicators developed after the design of the CSP
A defined timeframe by which outcomes should be occurring	The CSP recognizes that the timeframe for change lies beyond the timeframe of the CSP itself. The CSP can begin to contribute to changes but these will be longer term than the scale of the current strategic plan	<p>The application of qualitative methods to identify processes and relationships built which may eventually contribute to long term changes beyond the strategic plan</p> <p>Methods needed to assess the potential for contribution to change based on stakeholder perceptions rather than measuring changes themselves</p>

## 2.2 DATA-COLLECTION METHODS – LOGIC AND PROTOCOLS

15. This section is the background explanation to reflect the processes in the field. No major adjustments to the plans were required in the application of these tools.

### 2.2.1. Key Informant Interview Semi-Structured Interview Guide – National Level Stakeholders, Subnational Stakeholders and Regional Entities

16. **Background:** A semi-structured interview guide is one that is intended to provide some guidance to a conversation, but it is not intended to be read word for word nor followed exactly such as would be required with, for example, a fixed-response questionnaire. A single guide was developed that was to be tailored to each stakeholder group. All notes were recorded in a response matrix and all responses for a particular evaluation matrix theme were analysed collectively at the end of the field phase to identify emergent themes and patterns across the responses.

17. In semi-structured guides, the interviewer has discretion to rephrase the questions to make them appropriate for their audiences. The interviewer can also omit questions if they are not relevant to the group or if they do not seem to be generating good data and responses. Semi-structured interview guides should be seen as general skeletons, but it is up to the interviewer to provide the “meat” to the conversation. A normal semi-structured guide is organized as follows:

1. General, open-ended, questions that allow respondents to answer in whatever form comes to their mind first. It is important to note what people say first and to allow them to express themselves in their own words.
2. Underneath each open-ended question is a series of short checklists called “probes”.
  - a. These are not to be read as part of the question. Probes are intended to remind the facilitator about items they may wish to inquire into more deeply as follow up.
  - b. It is important to elicit concrete examples or instances from respondents as much as possible to be able to later illustrate themes identified in the evaluation report.

18. Each section covered a different segment of the evaluation terms of reference and matrix. The interviewers only covered a segment if the respondent had sufficient experience or insights to address the segment. Depending on the stakeholder and their knowledge/degree of engagement with the country strategic plan, the interviewers estimated about one hour on average per key informant interview. This was generally on target. The interviewers introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the interview (so that when quoting key informants (KIs), attribution was made by categories of stakeholders, not individuals).

19. **Sampling criteria:** The selection depended on purposive sampling for the qualitative interviews and focused on those key partners within agencies, ministries, and organizations most closely connected to WFP

as indicated by the stakeholder analysis. Criteria for selecting individuals within each organization and entity included:

1. Information richness (are the respondents sufficiently familiar with the activities to provide insights?)
2. Accessibility (can the stakeholders be accessed by the evaluation team?)
3. Gender (does the mix of stakeholders represent gender diversity?)
4. Diversity (does the mix of stakeholders represent the diversity of national and subnational stakeholders?).

Final selection was made in consultation with the WFP country office and with the permission of the respective government counterparts. Based on these criteria, 42 national-level Government of Indonesia stakeholders were interviewed at the national level plus an additional 30 WFP stakeholders at national and regional levels and 31 stakeholders representing multi-lateral and regional entities.<sup>4</sup> Final selection was made in consultation with WFP personnel and with permission of government counterparts. The specific list of persons interviewed at national and subnational levels is found in Annex 5.

### **2.2.2. Oral History Interview Guide – National Level Stakeholders and WFP**

20. The intent of this exercise was to elicit a detailed description/narrative regarding the history of the country programme and country strategic plan from its establishment in 2016 through early implementation and ultimately to provide reflection on the achievements to date. These reflections are intended to triangulate with the existing documentation, key informant interviews, most significant change technique, and other quantitative documentation available regarding the country strategic plan.

21. The guide was designed to elicit a more empirical description of the processes by having respondents describe the history of their involvement with the country strategic plan in a long narrative based on 3-4 starting questions related to each phase of the country programme and country strategic plan and disaggregated by activity depending on the knowledge level of each respondent. For each starting question, there were a series of probes. These probes were intended to be reminders to the interviewer of key items to be explored based on the terms of reference evaluation questions.

22. This guide was intended to be applied to individuals. Individuals interviewed with this guide were those who were knowledgeable about the entire history of the country programme and country strategic plan for at least one of the activities within the country programme/country strategic plan - and preferably should have been knowledgeable about the entire set of activities.

23. It was expected that there would be relatively few stakeholders who fulfilled these criteria and who were still available for interview. Five persons (three WFP country office staff and two current or former government officials) were interviewed with the oral history guide in addition to going through the normal key informant interview.

### **2.2.3. Most Significant Change Guide – National Level Stakeholders and WFP**

24. The most significant change (MSC) technique first emerged in the 1990s as a monitoring tool. Since then, the most significant change approach has been adapted and modified in numerous ways. The original version of the most significant change approach involved programme staff who were engaged in direct implementation with beneficiaries to convene multiple focus group discussions (FGD) through the implementation area with different types of stakeholders involved in the project or programme. The intent of each focus group discussion was for the group to share a story of a specific individual, or family or group that best exemplified the most significant changes they have seen as a result of the programme. The programme staff then collected these stories and engaged in an iterative sorting process to identify which story they felt was most significant from among all the options gathered. Variations in this original methodology have evolved since its initial development to include a wide range of applications.

25. For the purposes of this evaluation, the most significant change variant employed was to integrate the most significant change into the key informant interviews with selected individuals across the various stakeholder classes. The most significant change exercise question was included in the guide for key

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<sup>4</sup> This was only for the evaluation field mission. The inception phase consultations are counted apart as they were to inform the design of the evaluation.

informant interviews. The question was only asked if the targeted stakeholders had sufficiently close familiarity with the WFP country strategic plan. This was primarily the WFP country office staff and the closest government counterparts from the technical and operations dimensions.

#### 2.2.4. School Meals Case Study (District, Subdistrict, School Management)

26. **Overview for training:** Open-ended interviews generally take about one to one and a half hours each. It may take respondents a bit of time to “warm up” and start to feel comfortable with the conversation. For this process, the evaluation team focused on identifying specific examples. The evaluation team were interested in having people talk about their impressions of the programme: achievements, challenges, and aspirations.

27. The purpose is to get respondents to describe incidents that illustrate their perceptions. As such, a semi-structured interview guide was used.

28. As much as possible, interviews were facilitated in the local language rather than through an interpreter.

29. **Themes to be explored:** appropriateness of response, targeting, participation, complaints procedure, timeliness, coordination, effectiveness

30. **Sampling criteria:** the sampling criteria are set out in Section 2.2.1.

31. Based on these criteria, and in consultation with the country office, three districts and 12 schools (four per district) were visited. The districts were Pidie Regency on Banda Aceh, Belu district on Timor in the province Nusa Tenggara Timur and Kupang district on the same island. These schools represented schools participating more recently in the school meals programme in 2016, 2017 and 2018. In addition to these schools, the evaluation team selected two schools to visit in Nusa Tenggara Timur that would be accessible from Kupang within the time period of the sub-office field visit. By using this mix of schools, the potential sustainability of the school meals programme over time could be examined and key barriers identified.

#### 2.2.5. Sulawesi Response Case Study (Provincial District, Sub-District, Tagana)

32. **Background for training:** Open ended interviews generally take about one and a half to two hours each. It may take respondents a bit of time to “warm up” and start to feel comfortable with the conversation. For this process, the evaluation team focused on identifying specific examples. The evaluation team were interested in having people talk about their impressions of the programme: achievements, challenges, and aspirations.

33. The purpose is to get respondents to describe incidents that illustrate their perceptions. As such, a semi-structured interview guide was used.

34. As much as possible, interviews were facilitated in the local language rather than through an interpreter.

35. The semi-structured interview guide was used by the evaluation team members for Jakarta-based stakeholders and integrated into the ongoing key informant interviews and by the contracted local researcher for the field visit to Sulawesi.

36. **Themes to be explored:** appropriateness of interventions, results of interventions, targeting, participation, complaints procedure, timeliness, coordination, effectiveness

37. **Sampling criteria:** the sampling criteria are set out in Section 2.2.1.

38. Based on these criteria, a selection of 12 key informant interviews were carried out in Palu in addition to visits to two affected communities where affected populations could be interviewed in the Palu city. In addition to the Palu interviews, national-level stakeholders identified as important for inclusion in the case study were interviewed by the evaluation team in Jakarta. Final selection was made in consultation with WFP personnel and with permission of district government counterparts in Palu.

#### 2.2.6. Online Survey

39. The purpose of the quantitative survey was to complement the other forms of data collection. The survey was administered virtually (online) with anonymized responses. The advantages of online surveys are that they can gain feedback that is anonymized and therefore may be more open and transparent and that

the information is collected in a consistent manner. The disadvantages of online surveys are that they tend to have very low response rates and cannot be expected to provide detailed feedback from respondents. However, in conjunction with the other forms of data collection in the evaluation, the online survey can provide a complementary source of information for triangulation.

40. The survey developed for this CSPE was based on the online survey developed and administered as part of the Office of Evaluation's Strategic Evaluation (SE) of Country Strategic Plans published in 2018. Indonesia was one of the countries involved in that evaluation and Indonesian stakeholders were part of the respondent base for that survey. By relying on similar questions – adapted for the Indonesian-specific context – it was possible to compare responses from the strategic evaluation with responses from this evaluation to identify possible changes in responses over time. Survey questions and wording were adjusted in consultation with the Office of Evaluation and the country office as appropriate.

41. **Selection criteria:** The Office of Evaluation strategic evaluation survey was only administered to WFP stakeholders at the time of the 2018 evaluation. However, this current survey was also expanded to government stakeholders who have familiarity with the country strategic plan and WFP. As the Office of Evaluation strategic evaluation noted, these types of stakeholders are unlikely to give significant responses and their feedback would be better covered by other methods during a data-collection phase. The evaluation team followed these recommendations from the strategic evaluation for the structure.

42. The survey was developed in both English and Bahasa versions and made available to all targeted stakeholders through the Survey Monkey platform. All stakeholders in the Government of Indonesia and WFP and the regional bureau in Bangkok who were involved with the WFP country strategic plan at either technical, operational, or strategic levels were contacted through the communication lists maintained by the country office. During the course of the field mission, the evaluation team included reminders and encouragement throughout all interviews with government and WFP stakeholders about the survey and encouraged stakeholders to communicate the survey to their respective departments or units. Because of the potential cascade effect (a single director then distributing the survey to all of his staff), it is not possible to specifically quantify how many persons to whom the survey had been made available. However, the number of potential contacts exceeded 300 persons.

43. The country office had expressed significant scepticism that this type of survey would generate a high response rate. The country office maintained that this type of survey technique was not culturally known by the government stakeholders and it doubted that very many stakeholders would actually fill out the survey. This scepticism was well founded as only 14 respondents – 7 of whom were from the regional bureau in Bangkok, 5 from the country office, and 2 from the Government of Indonesia<sup>5</sup> in total submitted the survey.

44. Technically, this low a response rate and the extreme response rate bias should have led to this data being excluded completely from the analysis. It was considered too low a response rate to do any comparison to the strategic evaluation data as well. The survey results and a summary of the key patterns in response are presented in Annex 8, but due to the extremely low response rate, these should not be used to generalize findings and responses are cited as supplementary information. A summary of the key patterns in response is found in Annex 8. Survey results in the findings section of the evaluation report are only cited if there is a particular distinctiveness in the patterns of response – an element that is unusually high or unusually low compared to other similar elements in the survey. If patterns of response are only moderate scores (neither high nor low) or clustered together, the results are not referenced. In all cases of citation, it should be reinforced that the survey data is most representing the views of the WFP personnel in the regional bureau in Bangkok. The survey data should not be considered to be relevant for the Government of Indonesia perspective, as only two government stakeholders responded. Tools are profiled in Section 2.3.1 below.

45. Data analysis was carried out with Excel and SPSS<sup>6</sup> to generate frequency and descriptive statistics for the relevant questions disaggregated by type of stakeholder and activity as feasible. The full description of the data analysis and the patterns of results are found in Annex 8.

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<sup>5</sup> The CO had questioned whether this modality was appropriate to the context, arguing that this type of approach was not an appropriate cultural fit to the context – especially regarding government personnel. Their concerns were justified, as seen in the low response rate.

<sup>6</sup> SPSS Statistics is a software package used for statistical analysis.

## 2.3 SURVEY AND INTERVIEW GUIDES

### 2.3.1. Online Survey<sup>7</sup>

46. The survey was administered through Survey Monkey with the link shared with the Jakarta level national stakeholder from the Government of Indonesia, the WFP country office and the WFP regional bureau in Bangkok. The following is the Word version of the Survey Monkey format.

#### WFP Indonesia country strategic plan evaluations

*This survey forms part of an evaluation of WFP's Country Strategic Plan in Indonesia (2017-2020). It aims to assess observed results and to learn lessons for informing future CSP designs. It is directed to relevant individuals within WFP including the Regional Bureau in Bangkok and the Country Office as well as Government of Indonesia stakeholders who are familiar with WFP's CSP.*

*This survey has been designed to collect view in a consistent, unbiased manner and is intended to complement the more in-depth interviews undertaken by the evaluation team members throughout the data collection phase.*

*All responses are confidential and will only be seen in raw form by members of the evaluation team. If you wish to contact the evaluation team directly with points not covered by the questions below, please communicate with the team through the following address: [tjantzi@konterragroup.net](mailto:tjantzi@konterragroup.net). This survey should only take 20 minutes of your time. Thank you for your contribution.*

#### Dimension 1: Organizational Results

**Comment:** Country Strategic Plans (CSPs) are intended to improve the efficiency and effectiveness of WFP operations by changing the way country offices organize their programmes including: improved alignment with national policies and priorities; national sustainable development goals (SDG) targets; strengthened harmonization with external partners; greater flexibility in planning and funding; better linking humanitarian and development work; simpler resource allocation; reduced transaction costs and improved reporting and communication.

1) How would you rate the quality of WFP's engagement in Indonesia as a result of the CSP in the following broad areas? (Please mark the option closest to your perception. If you feel that you do not have sufficient familiarity with WFP to respond, please mark the "not applicable/insufficient information" option)

	Significantly positive	Somewhat positive	Somewhat negative	Significantly negative	Not applicable / insufficient information
Alignment with national policies and priorities					
Harmonization with external partners including UN					
Flexibility in planning and funding					
Strong linkages between humanitarian and development work					
Simple Resource allocation and low transaction costs					
Good reporting and communication					
WFP Capacity to address gender and other cross cutting issues effectively					

WFP has strong and broad partnerships					
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**Dimension 2: Formulating the Country Strategic Plan**

2) From your point of view, how would you rate the process of formulating the country strategic plan in the follow dimensions? (Please mark the option closest to your perception. If you feel that you do not have sufficient familiarity with WFP to respond, please mark the “not applicable/insufficient information” option)

	Very Satisfactory	Somewhat Satisfactory	Somewhat unsatisfactory	Very unsatisfactory	Not applicable / insufficient information
The CSP process was highly inclusive and involved substantive consultations with a wide range of stakeholders in Government and UN and external partners					
The timeliness of the CSP process in meeting internal and external deadlines					
The capacity of the Country Office personnel had the capacity to develop the CSP					
The quality of the support from headquarters for the development of the CSP					
The quality of the support from the Regional bureau in Bangkok for the development of the CSP					
Overall satisfaction with the CSP design process					

3) What were elements that were particularly helpful, in your experience, in the current process of formulating the CSP (optional response)?

4) what could be changed to improve the process of formulating the CSP? What other support might be useful? (optional response)

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**Dimension 3: Factors influencing the Design of the Country Strategic Plan**

5) In your experience, how important were the following in the WFP Indonesia Country Strategic Plan Design? (Please mark the option closest to your perception. If you feel that you do not have sufficient familiarity with WFP to respond, please mark the “not applicable/insufficient information” option)

	Very Important	Somewhat Important	Not Important	Very not Important	Not applicable / insufficient information
National Zero Hunger Strategic Review					
Previous evaluations and assessments					
National policies, priorities, and national SDG targets					
UN coordination processes and the UNPDF					
Donor Requirements					
Other (please specify below)					

**Dimension 4: Capacity Strengthening in Government of Indonesia**

6) How would you rate the quality of change within the Government of Indonesia as a result of the WFP Country Strategic Plan for the following elements? (Please mark the option closest to your perception. If you feel that you do not have sufficient familiarity with WFP to respond, please mark the “not applicable/insufficient information” option)

(**Individual** capacity refers to individual technical skills in Government staff, **Institutional** capacity refers to the procedures and processes in an agency, **enabling environment** refers to changes in policies or funding to support each dimension.)

	Significantly Positively changed	Somewhat positively changed	Unchanged	Not applicable / insufficient information
a. Food Security Analysis				
<i>i. Individual</i>				
<i>ii. Institutional</i>				
<i>iii. Enabling</i>				
b. Nutrition				
<i>i. Individual</i>				
<i>ii. Institutional</i>				
<i>iii. Enabling</i>				
c. School Meals Programming				
<i>i. Individual</i>				
<i>ii. Institutional</i>				
<i>iii. Enabling</i>				
d. Social Protection programming				

	<i>i. Individual</i>				
	<i>ii. Institutional</i>				
	<i>iii. Enabling</i>				
e. Emergency Preparedness					
	<i>i. Individual</i>				
	<i>ii. Institutional</i>				
	<i>iii. Enabling</i>				
f. Humanitarian Response					
	<i>i. Individual</i>				
	<i>ii. Institutional</i>				
	<i>iii. Enabling</i>				
g. Gender integration in programming					
	<i>i. Individual</i>				
	<i>ii. Institutional</i>				
	<i>iii. Enabling</i>				
h. Responsiveness to accountability to affected populations in programming					
	<i>i. Individual</i>				
	<i>ii. Institutional</i>				
	<i>iii. Enabling</i>				
Other? (please specify below)					

7) How important have been the WFP sponsored studies and evidence building exercises for the following dimensions in the Government of Indonesia's capacity strengthening?

	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>Very not Important</b>	<b>Not applicable / insufficient information</b>
a. Food Security Analysis					
b. Nutrition communications					
c. School Meals Programming					
d. Social Protection Programming					
e. Emergency Preparedness					
f. Humanitarian Response					
g. Gender integration in programming					
h. Accountability to affected populations integration in programming					
i. Other? (please specify below)					

8) How well has WFP been able to exercise its voice in influencing policy and programming in the following dimensions?

	Significantly Effective voice for influence	Somewhat Effective voice for influence	Somewhat ineffective voice for influence	Not effective voice for influence	Not applicable / insufficient information
a. Food Security Analysis					
b. Nutrition communications					
c. School Meals Programming					
d. Social Protection Programming					
e. Emergency Preparedness					
f. Humanitarian Response					
g. Gender integration in programming					
h. Accountability to affected populations integration in programming					
i. Other? (please specify below)					

9) How sustainable do you perceive the gains in the capacity of the Indonesian Government as a result of the Country Strategic Plan Activities?

	Significantly sustainable	Somewhat sustainable	Not very sustainable	Unlikely to continue	Not applicable / insufficient information
a. Food Security Analysis					
b. Nutrition communications					
c. School Meals Programming					
d. Social Protection Programming					
e. Emergency Preparedness					
f. Humanitarian Response					
g. Gender integration in programming					
h. Accountability to affected populations integration in programming					
i. Other? (please specify below)					

10) Do you have any final comments on the WFP Country Strategic Plan and lessons learned that you would like to share? (Optional response)



## Dimension 5: Demographics

11. What is your role?

- a. WFP Country Office
- b. WFP Regional Bureau
- c. Government of Indonesia - General
- d. Government of Indonesia – MOSA
- e. Government of Indonesia – BNPB
- f. Other (none of the above)

12. Gender

- a. Male
- b. Female

*Thank you for participating in this survey to provide feedback on the WFP Indonesia Country Strategic Plan. Your answers will be treated as confidential and will not be directly shared with WFP.*

*Thank you!*

END OF SURVEY

### 2.3.2. Key Informant Interviews and Most Significant Change Interview Data National Level

47. **The following is the complete interview script for national level interviews:**

**Introduction (to be read at the beginning of each interview):** *We are an independent evaluation team of four persons commissioned by WFP to carry out an evaluation of WFP's Country Strategic Plan (CSP) in Indonesia.*

**The evaluation:** *The purpose of this evaluation is to assess the progress, results, lessons learned, and recommendations for future improvement of WFP's support through this program for the Government of Indonesia. We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the functioning of this program so far. If you decide to participate, the interview may last an hour.*

**Participation is voluntary:** *Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.*

**Risks and benefits:** *This evaluation is designed to help improve future WFP programming in Indonesia by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. There may be uncommon or previously unknown risks. You should report any problems to [\_\_\_\_\_].*

**Confidentiality:** *The reports from this and the other meetings will collect and summarize the views and opinions of participants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.*

*If you have any questions, now or at any time in the future, you may call \_\_\_\_\_*

Are you willing to be part of this interview? (verbal response only requested)

OPENING AND ROLE
<p>1. First of all, what is your relationship to, or the way you are connected to, this WFP Country Strategic Plan? What is your role? (Note: If no relationship to WFP CSP, then ask regarding relationship to the Activity in Question: Food Security Analysis, Nutrition Communication, Adaptive Social Protection, SMP, or EPR)</p>
PROGRAMME EFFECTS
<p>1. <b>Results:</b> Thinking back to 2016 (or when you first became involved in this role) when this capacity strengthening approach of WFP to the Government of Indonesia began, what do you see have been the major changes in the capacity of the Government of Indonesia as a result of the CSP programme activities? (focus on any or all that are applicable to the stakeholder interviewed)</p> <ol style="list-style-type: none"> <li>a. VAM/Food security analysis</li> <li>b. Nutrition</li> <li>c. School Meals Programming</li> <li>d. Social Protection/Cash Vouchers</li> <li>e. Emergency Preparedness</li> <li>f. Humanitarian Response</li> </ol>
<p>2. <b>Successes:</b> What, if anything, do you see as having been the most successful actions for effectiveness? Why? (focus on any or all that are applicable to the stakeholder interviewed)</p> <ol style="list-style-type: none"> <li>a. VAM/Food security analysis</li> <li>b. Nutrition</li> <li>c. School Meals Programming</li> <li>d. Social Protection/Cash Vouchers</li> <li>e. Emergency Preparedness</li> <li>f. Humanitarian Response</li> </ol>
<p>3. <b>Challenges:</b> What, if anything, have been some of the biggest challenges facing the programme for effectiveness? Why? (focus on any or all that are applicable to the stakeholder interviewed)</p> <ol style="list-style-type: none"> <li>a. VAM/Food security analysis</li> <li>b. Nutrition</li> <li>c. School Meals Programming</li> <li>d. Social Protection/Cash Vouchers</li> <li>e. Emergency Preparedness</li> <li>f. Humanitarian Response</li> </ol>
<p>4. <b>Capacity Strengthening:</b> What are your perceptions regarding how the capacity strengthening efforts at the national level cascade to sub-national levels? How <b>effective</b>, it at all, has the WFP plan been in creating a cascade effect on the capacities of sub-national levels? What are some barriers to sub-national capacity strengthening? (focus on the dimensions that are applicable to the stakeholder interviewed)</p>
<p>5. In your experience, what would be WFP's <b>comparative advantage</b> in implementing through this Strategic Plan? (skip if no knowledge of WFP engagements)</p>
<p>6. (skip if no knowledge of WFP engagements) In your experience, how has the CSP been able to <b>adapt</b> to changing contexts and emergent needs? What have been some of the bottlenecks for adaptation and flexibility?</p> <ol style="list-style-type: none"> <li>a. Strategic Positioning and adaptiveness</li> <li>b. Responsiveness to emergent requests</li> <li>c. During emergency response situations</li> </ol>
<p>7. (skip if no knowledge of WFP engagements) In your experience, how has the CSP been able to <b>build synergy</b>? What have been some of the multiplier effects of this type of engagement? What have been some of the barriers for building synergy?</p> <ol style="list-style-type: none"> <li>a. Among different activities within the CSP</li> <li>b. With external development and humanitarian actors</li> </ol>
<p>8. (skip if no knowledge of WFP engagements) In your experience, what have been some of the <b>unintended effects</b> of the CSP programming approach during this CSP?</p> <ol style="list-style-type: none"> <li>a. Among different activities within the CSP</li> </ol>

<p>b. With external development and humanitarian actors</p>
<p>9. (skip if no knowledge of WFP engagements) In your experience, to what degree has WFP participated in the <b>clusters and technical working groups</b> through the CSP? How has this participation supported capacity strengthening efforts?</p> <ol style="list-style-type: none"> <li>Food Security Analysis</li> <li>Nutrition</li> <li>Social Protection</li> <li>EPR &amp; Humanitarian Response</li> </ol>
<p><b>MOST SIGNIFICANT CHANGE (For WFP CO and Government of Indonesia stakeholders at the national level familiar with WFP interventions)</b></p>
<p>10. Think of all the things that you remember happening during the CP and CSP since your engagement with WFP. Now, think of an example of a change in the capacity of the Government of Indonesia that you think best illustrates the most important type of change that has happened as a result of the WFP interventions. This type of change can either be related to individuals, or changes in institutional processes and procedures, or changes in Policies or agreements with Ministries and Agencies. What story would you tell us that reflects this change?</p> <p>11. What made you pick this story or example? Why do you think this story best illustrates the change?</p>
<p><b>Elements for MSC consideration:</b> <i>Note to facilitators. As the respondent describes the story, be attentive to asking probes to ensure multiple elements of the story are covered in the recounting. These would include:</i></p> <p>Summary:</p> <ul style="list-style-type: none"> <li>○ Title of the story</li> <li>○ Who was the main person or entity involved?</li> <li>○ What was the main theme?</li> <li>○ Where did it take place?</li> <li>○ When did it take place?</li> </ul> <p>Chronology</p> <ul style="list-style-type: none"> <li>○ How did the story start? What were things like at the beginning?</li> <li>○ How did the intervention look like? What did the intervention focus on?</li> <li>○ What were the reactions of the person/subject?</li> <li>○ What were some challenges during the process?</li> <li>○ How did things finish? How were things wound up?</li> </ul> <p>Impact</p> <ul style="list-style-type: none"> <li>○ What were some of the most significant changes in the subject/person/entity compared to before?</li> <li>○ What were the most successful things WFP did to help?</li> <li>○ What were some things that could have been done differently?</li> </ul> <p>Reflection</p> <ul style="list-style-type: none"> <li>○ Why did they pick this story? Why not a different one? What is special about this one?</li> </ul>
<p><b>RELEVANCE (for WFP (CO and RBB) stakeholders primarily, but can be asked of others if they are familiar with the CSP design)</b></p>
<p>12. To what degree have you seen the available evidence integrated into the CSP <b>design</b>?</p> <ol style="list-style-type: none"> <li>VAM/Food security analysis</li> <li>Nutrition</li> <li>School Meals Programming</li> <li>Social Protection/Cash Vouchers</li> <li>Emergency Preparedness</li> <li>Humanitarian Response</li> </ol>
<p>13. To what extent has the CSP <b>design</b> been appropriate to the needs of the Government of Indonesia in the context? (can also be asked of Government stakeholders familiar with CSP activities)</p> <ol style="list-style-type: none"> <li>VAM/Food security analysis</li> <li>Nutrition</li> <li>School Meals Programming</li> <li>Social Protection/Cash Vouchers</li> </ol>

<ul style="list-style-type: none"> <li>e. Emergency Preparedness</li> <li>f. Humanitarian Response</li> </ul>
<p>14. Thinking about the different <b>types of support</b> provided by the CSP. How significant and relevant were these various types of Activities for meeting the capacity needs of Government? (can also be asked of Government stakeholders familiar with CSP activities)</p> <ul style="list-style-type: none"> <li>a. Did the WFP CSP focus on the right things?</li> <li>b. What were some significant needs that you see not being addressed yet?</li> </ul>
<p>15. To what degree do you see the CSP programme goals and objectives aligned with the relevant National <b>policies and strategies</b> of Indonesia? Are there aspects that are misaligned? (can also be asked of Government, UN stakeholders familiar with CSP activities)</p> <ul style="list-style-type: none"> <li>a. Government</li> <li>b. UNPDF</li> <li>c. WFP Corporate</li> </ul>
<p><b>EFFICIENCY (for WFP (CO and RBB) stakeholders primarily, but can be asked of others if they are familiar with the CSP implementation)</b></p>
<p>16. To what degree have the CSP activities been implemented in a <b>timely</b> manner? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p> <ul style="list-style-type: none"> <li>a. In what components have there been significant delays? (if any)</li> <li>b. What effect have any significant delays had on the programme results?</li> </ul>
<p>17. Regarding the management of the CSP programme, how would you assess <b>the operational, human and financial resources</b> in the programme? To what degree are they sufficient to ensure adequate implementation of the activities in the context? If not, what is missing? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p>
<p>18. Regarding the management of the CSP programme, how would you assess the innovation and intentional exploration of alternative approaches for cost-effectiveness? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p>
<p>19. What is the quality of the <b>partnerships and the relationships</b> that WFP has with different partners at the various levels? Are there different strengths and weaknesses? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p> <ul style="list-style-type: none"> <li>a. National Level Government (MOSA, BNBP, BKA, Bappenas)</li> <li>b. Technical working groups and clusters</li> <li>c. Peer UN Agencies</li> <li>d. Civil society: NGOs, Academia</li> <li>e. Private Sector</li> </ul>
<p>20. How well has the inter-institutional <b>coordination</b> functioned for supporting capacity strengthening CSP implementation? What are some coordination gaps or challenges? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p>
<p>21. How well does the <b>monitoring and reporting</b> system function for the CSP programme? What are some gaps or challenges? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p>
<p>22. To what degree is the monitoring and reporting for the programme <b>aligned</b> with the national reporting systems and data management? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p>
<p>23. Are responsibilities for data collection analysis and reporting clear between the different units involved? (focus on any or all Activities that are applicable to the stakeholder interviewed)</p>
<p>24. How has the monitoring and reporting <b>information been used</b>, it at all, to address programme implementation bottlenecks or improve performance of delivery of activities? What might be improved?</p>
<p><b>EFFECTIVENESS (To be asked of all stakeholders connected to the Activity in question (CO, RBB, Government, other Agencies, and so forth)</b></p>
<p><b>Food Security and VAM</b></p>
<p>25. Based on your experiences, in what way has there been increased capacity (within Government) for <b>food security analysis</b> at national and sub-national levels?</p> <ul style="list-style-type: none"> <li>a. Individual</li> </ul>

<ul style="list-style-type: none"> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
26. In what way do you see the analysis data informing policy decisions?
27. Based on your experiences, what <b>additional capacity building needs</b> do you see related to Food security analysis? <ul style="list-style-type: none"> <li>d. Individual</li> <li>e. Institutional</li> <li>f. Enabling Environment</li> </ul>
28. In what way have you seen the sponsored studies and evidence building exercises informing Food Security policies and programming?
29. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Activity 1 actions?
<b>Nutrition</b>
30. In what way has the Government, implementing partners, or UN Peer agencies increased their <b>nutrition communication</b> programming capacity? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
31. What <b>additional</b> capacity building needs, if any, exists related to nutrition communication and programming?
32. In what way have the sponsored studies and evidence building exercises informed nutrition communication?
33. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Activity 2 actions?
<b>School Meals Programme/Social Protection</b>
34. Based on your experiences, in what way have you seen changes in the capacity for implementation of school meals programming at national and sub-national levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
35. Based on your experiences, what <b>additional capacity building needs</b> do you see related to School Meals Programming? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>f. Enabling Environment</li> </ul>
36. In what way have the sponsored studies and evidence building exercises informed SMP policies and programming?
37. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Activity 3A actions?
<b>Social Protection/Cash Vouchers</b>
38. Based on your experiences, in what way have you seen changes in the capacity for implementation social protection programming at national and sub-national levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
39. Based on your experiences, what <b>additional capacity building needs</b> do you see related to the social protection Programming (Activity 3B)? <ul style="list-style-type: none"> <li>c. Individual</li> <li>d. Institutional</li> <li>g. Enabling Environment</li> </ul>
40. In what way have the sponsored studies and evidence building exercises informed social protection policies and programming?
41. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Activity 3B actions?
<b>Emergency Preparedness</b>

42. Based on your experiences, in what way have you seen changes in the capacity for emergency preparedness at national and sub-national levels? a. Individual b. Institutional c. Enabling Environment
43. Based on your experiences, what <b>additional capacity building needs</b> do you see related to EPR Programming? a. Individual b. Institutional h. Enabling Environment
44. In what way have the sponsored studies and evidence building exercises informed EPR policies and programming?
45. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Activity 4 actions?
<b>Emergency Response</b>
46. Based on your experiences, during a humanitarian response to a crisis, in what way have you seen the capacity for response at the national and sub-national levels? a. Individual b. Institutional c. Enabling Environment
47. Based on your experiences, what <b>additional capacity building needs</b> do you see related to humanitarian response Programming? a. Individual b. Institutional c. Enabling Environment
48. (Skip if no knowledge of CSP) Based on your experience, in what way has the emergency response needs intersected with the capacity strengthening work within the CSP? i. Integration of humanitarian principles in response? j. Contradictions or misalignments?
49. (Skip if no knowledge of CSP) In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the humanitarian response? k. Integration of humanitarian principles in response?
<b>SUSTAINABILITY</b>
50. <b>Capacity:</b> In what way have the programme interventions contributed to ensure the <b>sustainability</b> of the activities? What is missing yet? (Disaggregated by Food Security Analysis (FSA), Nutrition, SMP, EPR, and SP Activities) a. Alignment with Government priorities and UNPDF objectives b. Resource availability c. Technical capacity development (individual, institutional, enabling environment) d. Political will and ownership (Government)
51. <b>Cascade:</b> In what way have the programme interventions contributed to ensure the <b>sustainability</b> of the capacity building at the sub-national levels? What is missing yet? (Disaggregated by FSA, Nutrition, SMP, EPR, and SP Activities)
52. <b>Effective Voice and Advocacy:</b> In your perspective, in what way has WFP been able to exercise its effective voice in influencing policy and programming? What have been some particularly effective strategies for influence and effective voice? (Disaggregated by FSA, Nutrition, SMP, EPR, and SP Activities) a. Food Security Analysis b. Nutrition and Social Protection c. EPR d. Humanitarian Response
53. <b>Partnerships and Policies:</b> In terms of sustaining the programme long term, what partnerships, mechanisms, and policies exist that can sustain the gains of the programming? What is missing? (Disaggregated by FSA, Nutrition, SMP, EPR, and SP Activities)

<ul style="list-style-type: none"> <li>a. Food Security Analysis</li> <li>b. Nutrition and Social Protection</li> <li>c. EPR</li> <li>d. Humanitarian Response</li> </ul>
<p>54. <b>Exit and Transition:</b> (skip if no knowledge of CSP actions) In what way does has WFP integrated an <b>exit strategy</b> into the CSP and how appropriate and in what ways is it sufficient for ensuring the sustainability of this and similar programmes and adequate <b>transition</b> of the programme ownership to the Government partners?</p> <ul style="list-style-type: none"> <li>a. Strategy is clear to all relevant actors</li> <li>b. Developed collaboratively?</li> <li>c. With Government?</li> </ul>

### 2.3.3. Oral History Exercise

48. **The following is the complete interview script for the oral history exercise undertaken with individuals from the Government of Indonesia and WFP country office stakeholders:**

**Introduction (to be read at the beginning of each interview):** *We are an independent evaluation team of four persons commissioned by WFP to carry out an evaluation of WFP's Country Strategic Plan (CSP) in Indonesia.*

**The evaluation:** *The purpose of this evaluation is to assess the progress, results, lessons learned, and recommendations for future improvement of WFP's support through this program for the Government of Indonesia. We are asking you to participate in this oral history exercise because you are in a position to contribute a relevant and valuable perspective on the functioning of this program so far. If you decide to participate, the interview may last about 1 hour to 1.5 hours.*

**Participation is voluntary:** *Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.*

**Risks and benefits:** *This evaluation is designed to help improve future WFP programming in Indonesia by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. There may be uncommon or previously unknown risks. You should report any problems to [\_\_\_\_\_].*

**Confidentiality:** *The reports from this and the other meetings will collect and summarize the views and opinions of participants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.*

*If you have any questions, now or at any time in the future, you may call \_\_\_\_\_*

*Are you willing to be part of this interview? (verbal response only requested)*

OPENING AND ROLE
<p>1. First of all, what is your relationship to, or the way you are connected to, this WFP Country Strategic Plan? What is your role? (Note: If no relationship to WFP CSP, then ask regarding relationship to the Activity in Question: Food Security Analysis, Nutrition Communication, Adaptive Social Protection, SMP, or EPR)</p>
Segment 1: CP/CSP Development
<p>2. We'd like to start by hearing your description of the history of the CP and then CSP from its development to conclusion. I'd like to start with hearing from you how the CP was developed. In 2015, the previous CP was ending and there began discussions on the development of a new CP. Starting from that time, can you walk us through your experience of the history of the development of the CP and later CSP? What happened first?</p> <ul style="list-style-type: none"> <li>• Reviews and context analysis and Evaluation report taken into account?</li> <li>• Transparency of decision making</li> <li>• Inclusive process?</li> <li>• Timely processes?</li> <li>• How strong was the commitment of the GOI?</li> <li>• UNDAF considered?</li> </ul>

- GOI priorities considered?
- How were the CP objectives developed?
- How innovative and risk taking was the CP/CSP?
- Were there things not included that should have been?
- How opportunistic was the CP/CSP in seizing important strategic opportunities?
- Were opportunities missed?
- Gender consideration – Addressed needs, gender mainstreaming in processes, gender responsive?

3. What were some of the key advantages to this process?
4. What were some of the key challenges in this process?
5. If you could start this whole process over again, what would you do differently? And Why?

### **Segment 2: CP/CSP Implementation**

6. Now we'd like to move on to the CP/CSP Implementation phase – the activity level implementation and CSP management processes. Starting in that phase, can you walk us through your experience of the implementation of the CSP? What happened first?

- Management composition and role
- GOI and Civil society participation in CSP
- Government Leadership strong?
- Other Agencies (UN) engagement strong?
- Timely processes
- How opportunistic for seizing strategic opportunities?
- Inclusive and collaborative CSP?
- Implementation capacity of GOI?
- How strategic was coordination and collaboration among UN Agencies?
- Gender Considerations
- Reporting and M&E processes

7. What were some of the successes of the implementation management?
8. What were some of the challenges in the implementation management?
9. If you could start this process over again, what would you do differently for management of the implementation? And Why?
10. What do you see as the primary contributions of the CSP to capacity strengthening in Government of Indonesia?

### **Segment 3: Catalytic/Synergy/Cascade Effects**

11. In retrospect, looking back over this CSP, what do you see as some of the catalytic effects, synergy or added value that happened because of the way the CP/CSP was implemented?

- Unblocking processes / trigger policy changes
- Catalysing other funding
- Adaptation or mainstreaming of innovative activities
- Formation of networks as a platform for other engagements
- Innovative or risk-taking promotion
- Opportunistic for seizing strategic opportunities
- Inclusive, collaborative
- Strategic mentality
- Cascade effects from National to Sub-National level

### **Segment 4: Sustainability and Future Directions**

12. In your perspective, how sustainable are the gains achieved by this CSP?
13. What are some factors that are supporting or inhibiting sustainability?

14. What do you see as important capacity strengthening gaps to consider in future programming?
15. What are some key lessons learned from this process that can be applied to other contexts?

### 2.3.4. Key Informant Interviews - Interview Guide Subnational Level

49. **The following is the complete interview script for subnational level interviews:**

*We are an independent evaluation team of four persons commissioned by WFP to carry out a program evaluation of WFP's Country Strategic Plan (CSP) in Indonesia.*

**The evaluation:** *The purpose of this evaluation is to assess the progress, results, lessons learned, and recommendations for future improvement of WFP's support through this program for the Government of Indonesia. We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the functioning of this program so far. If you decide to participate, the interview may last an hour.*

**Participation is voluntary:** *Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.*

**Risks and benefits:** *This evaluation is designed to help improve future WFP programming in Indonesia by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. There may be uncommon or previously unknown risks. You should report any problems to [\_\_\_\_\_].*

**Confidentiality:** *The reports from this and the other meetings will collect and summarize the views and opinions of participants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.*

*If you have any questions, now or at any time in the future, you may call \_\_\_\_\_*

*Are you willing to be part of this interview? (verbal response only requested)*

OPENING AND ROLE
1. First of all, what is your connection to the <WFP/VAM/Nutrition/SMP/EPR> activities in Indonesia? What is your role?
PROGRAMME EFFECTS
2. <b>Results:</b> Thinking back to 2016 (or when you first began in this role) what do you see have been the major changes in the capacity of the Government at the national and sub-national levels to act in the following dimensions? (only ask for those dimensions the stakeholder is familiar with) <ul style="list-style-type: none"> <li>a. VAM/Food security analysis</li> <li>b. Nutrition</li> <li>c. School Meals Programming</li> <li>d. Social Protection/Cash Vouchers</li> <li>e. Emergency Preparedness</li> <li>f. Humanitarian Response</li> </ul>
3. <b>Successes:</b> What do you see as having been the most successful actions for effectiveness at this level? Why? (only ask for those dimensions the stakeholder is familiar with) <ul style="list-style-type: none"> <li>a. VAM/Food security analysis</li> <li>b. Nutrition</li> <li>c. School Meals Programming</li> <li>d. Social Protection/Cash Vouchers</li> <li>e. Emergency Preparedness</li> <li>f. Humanitarian Response</li> </ul>
4. <b>Challenges:</b> What have been some of the biggest challenges facing the programme for effectiveness at this level? (only ask for those dimensions the stakeholder is familiar with) <ul style="list-style-type: none"> <li>a. VAM/Food security analysis</li> <li>b. Nutrition</li> <li>c. School Meals Programming</li> <li>d. Social Protection/Cash Vouchers</li> <li>e. Emergency Preparedness</li> </ul>

f. Humanitarian Response
5. <b>Capacity Strengthening:</b> What are your perceptions of the diffusion of capacity strengthening work from the national level to sub-national levels? How <b>effective</b> has there been a cascade effect on the capacities of sub-national levels? What are some barriers to sub-national capacity strengthening?
6. In your experience, what would be WFP's <b>comparative advantage</b> in implementing through this Strategic Plan for the sub-national levels? (Skip if no knowledge of WFP work)
7. (Skip if not familiar with WFP work) In your experience, in what way has the CSP been able to <b>adapt</b> to changing contexts and emergent needs at the sub-national levels? What have been some of the bottlenecks for adaptation and flexibility? a. Responsiveness to emergent requests b. During emergency response situations
8. (Skip if not familiar with WFP work) In your experience, in what way has the CSP been able to <b>build synergy</b> ? What have been some of the multiplier effects of this type of engagement? What have been some of the barriers for building synergy? a. Among different activities within the CSP b. With external development and humanitarian actors
9. (Skip if not familiar with WFP work) In your experience, what have been some of the unintended effects of the CSP programming approach during this CSP? a. Among different activities within the CSP b. With external development and humanitarian actors
<b>RELEVANCE</b>
10. In what way has the <WFP support/National Capacity work in the relevant Ministry> been appropriate to the needs of the sub-national levels of Government of Indonesia in the context? a. VAM/Food security analysis b. Nutrition c. School Meals Programming d. Social Protection/Cash Vouchers e. Emergency Preparedness f. Humanitarian Response
11. (Skip the first sentence if not familiar with WFP actions) Thinking about the different <b>types of support</b> provided by WFP within the CSP. How significant and relevant were the national capacity activities were for meeting the capacity needs of sub-national level Government? a. Did the WFP CSP focus on the right things? b. What were some significant needs that you see not being addressed yet?
<b>EFFICIENCY (Only for WFP Internal Stakeholders and for those counterparts with familiarity of WFP programming)</b>
12. From your perspective, to what degree have the CSP activities been implemented in a <b>timely</b> manner? c. In what components have there been significant delays? (if any) d. What effect have any significant delays had on the programme results?
13. Regarding the management of the CSP programme, how would you assess <b>the operational, human and financial resources</b> in the programme? To what degree are they sufficient to ensure adequate implementation of the activities in the context? If not, what is missing?
14. Regarding the management of the CSP programme, how would you assess the innovation and intentional exploration of alternative approaches for cost-effectiveness?
15. What is the quality of the <b>partnerships and the relationships</b> that WFP has with different partners at the sub national levels? Are there different strengths and weaknesses? a. Technical working groups and clusters b. Peer UN Agencies c. Civil society: NGOs, Academia d. Private Sector
16. In what way has the inter-institutional <b>coordination</b> functioned for supporting capacity strengthening at the sub-national levels? What are some coordination gaps or challenges?

17. In what way does the <b>monitoring and reporting</b> system function for the CSP programme at the sub-national levels? What are some gaps or challenges?
18. In what way has the monitoring and reporting <b>information been used</b> , it at all, to address programme implementation bottlenecks or improve performance of delivery of activities at the sub-national levels? What might be improved?
<b>EFFECTIVENESS (Each section below only to be asked of stakeholders who are familiar with the section in question)</b>
<b>Food Security and VAM</b>
19. Based on your experiences, in what way has <b>food security analysis</b> capacity increased at national and sub-national levels? a. Individual b. Institutional c. Enabling Environment
20. In what way does the sub-national data collection process for food security analysis changed?
21. Based on your experiences, what <b>additional capacity building needs</b> do you see related to Food security analysis for the sub-national levels (Provincial, District, Sub-District)? a. Individual b. Institutional c. Enabling Environment
22. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the FSA and VAM actions at the Provincial, District and Sub-district levels?
<b>Nutrition</b>
23. In what way has the Government increased their <b>nutrition communication</b> programming capacity at the sub-national level? a. Individual b. Institutional c. Enabling Environment
24. What <b>additional</b> capacity building needs, if any, exists related to nutrition communication and programming at the sub-national level?
25. In what way have the sponsored studies and evidence building exercises informed nutrition communication at the sub-national level?
26. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Nutrition Communication actions at the sub-national level?
<b>School Meals Programme/Social Protection</b>
27. Based on your experiences, in what way have you seen changes in the capacity for implementation of school meals programming at sub-national levels? a. Individual b. Institutional c. Enabling Environment
28. Based on your experiences, what <b>additional capacity building needs</b> do you see related to School Meals Programming at the sub-national level? a. Individual b. Institutional e. Enabling Environment
29. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the SMP at the sub-national level?
<b>Social Protection/Cash Vouchers</b>
30. Based on your experiences, in what way have you seen changes in the capacity for implementation social protection programming at sub-national levels? a. Individual b. Institutional c. Enabling Environment
31. Based on your experiences, what <b>additional capacity building needs</b> do you see related to the social protection Programming (Activity 3B)?

<ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
32. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Adaptive Social Protection at the sub-national level?
<b>Emergency Preparedness (Focus primarily on logistics)</b>
33. Based on your experiences, in what way have you seen changes in the capacity for emergency preparedness at sub-national levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
34. Based on your experiences, what <b>additional capacity building needs</b> do you see related to EPR Programming at the sub-national level? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
35. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the EPR actions?
<b>Emergency Response</b>
36. Based on your experiences, during a humanitarian response to a crisis, in what way have you seen the Government capacity for response at sub-national levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
37. Based on your experiences, what <b>additional capacity building needs</b> do you see related to Government humanitarian response Programming at the sub-national level? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling Environment</li> </ul>
38. (Skip if not familiar with CSP actions) Based on your experience, in what way has the emergency response needs intersected with the capacity strengthening work within the CSP at the sub-national level? <ul style="list-style-type: none"> <li>a. Integration of humanitarian principles in response?</li> <li>b. Contradictions or misalignments?</li> </ul>
39. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the Government humanitarian response at the sub-national level? <ul style="list-style-type: none"> <li>a. Integration of humanitarian principles in response?</li> </ul>
<b>SUSTAINABILITY</b>
40. <b>Cascade:</b> In what way have the national level Ministries built <b>sustainability</b> of the capacity building at the sub-national levels? What is missing yet?
41. <b>Partnerships and Policies:</b> In terms of sustaining the sub-national level capacity, what partnerships, mechanisms, and policies exist that can sustain the gains of sub-national capacity <of the Activity in question>? What is missing? (Only ask each dimension of stakeholders familiar with the respective Activities) <ul style="list-style-type: none"> <li>a. Food Security Analysis</li> <li>b. Nutrition and Social Protection</li> <li>c. EPR</li> <li>d. Humanitarian Response</li> </ul>

### 2.3.5. School Meals Case Study

50. **The following is the complete interview script for the school meals case study interviews at sub-national and school management levels:**

**Introduction (to be read at the beginning of each interview):** *My name is \_\_\_\_\_. I am a researcher contracted to support (a company – KonTerra – that is) carrying out an evaluation of the work that WFP has done supporting the Government of Indonesia in its School Meals Programme. We are talking with a number of people*

from different levels who are connected to the SMP to understand how the work that has been done at the national level by WFP has influenced the SMP programming at the sub-national levels. We will then analyse the information provided by over 100 respondents.

We would like to collect your thoughts on this work which has supported <your school/the schools in your District/Province>. Your experience is very valuable, and your feedback will help WFP and the Government of Indonesia – especially the MOE - improve their support to Schools in the future. WFP very much welcomes negative feedback as it will help the organization improve its support. And none of your feedback will bear any negative consequences for future support from WFP, for your district, your community or yourself.

If you agree to participate, at any moment, you can stop participating without any penalty. The interview will last about 1-2 hours. Your participation is voluntary, you can refuse to join, or you can withdraw after it has begun with no penalty. Being in this discussion or not will not affect the benefits to the school, District, Province or elsewhere from the MOE or from WFP.

We will keep your inputs anonymous. Your inputs will be kept absolutely confidential.

This evaluation is designed to help improve the School Meals Programme programming by gathering opinions from everyone involved. You or your <school/community/District/Province> may not necessarily benefit personally from being in this discussion. If there are any problems with the way the facilitator has conducted the discussion, any problems should be reported to \_\_\_\_\_

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this interview? (verbal response only requested)

Date: \_\_\_\_\_

Location \_\_\_\_\_

Researcher: \_\_\_\_\_

Respondent: \_\_\_\_\_

Title: \_\_\_\_\_

SMP Support Year: 2016, 2017, 2018, current

SMP Support	
1.	First, we would like to talk a bit about the nature of the School Meals Programme support. Think back to the beginning of the School Meals Programme support in this school, how was it decided what help the school needed? a. Were there any groups excluded from the consultations?
2.	Which schools received School Meals Programme support? How was it decided which ones would get the support?
3.	When schools received School Meals Programme support, how were they informed about the assistance they would get?
4.	What were the biggest constraints you faced in receiving assistance for the school? i. Did any group face more constraints than others?
5.	What type of support did the school receive from the SMP programme? i. Type of food/vouchers/cash ii. Trainings – systems iii. Materials (cookbooks, recipes, manuals) b. How long was the support supposed to last? c. How many times did you receive the support?
6.	<i>If food:</i> What was the food distribution process like? Can you describe in detail how it went from being informed to having food in the school?

7. <i>If Trainings/Systems</i> – what was the capacity building or system building process like? Can you describe in detail how it went from the time of being informed of the school's inclusion in the SMP support? What happened?
8. <i>If Trainings/Systems</i> – in what ways are gender issues addressed in the trainings or implementation of the SMP at the school level? What types of protection issues are raised in the trainings or for the implementation of the SMP?
9. From your experience, has the support provided been successful in improving children's nutrition? a. Has it improved children's achievement in school/ b. Their behaviour?
10. What do you do if there is an aspect of the programme that you are not happy about? Is there a feedback or complaint mechanism?
<b>SMP Activities</b>
11. What have been the most positive impacts of the School Meals Programme?
12. Have you seen any unintended positive impacts from this School Meals Programme support?
13. Have you seen any negative impacts from this School Meals Programme support?
14. What have been the most challenging aspects?
15. What was the biggest surprise result you've seen from the School Meals Programme support?
16. How have girls' needs been taken into account in the School Meals Programme support (for example, nutrition needs, or awareness raising activities)?
17. How are data protection issues managed in the School Meals Programme in this school?
<b>SMP Sustainability</b>
18. What type of coordination have you seen among the different District and National departments to support the SMP (such as education, health, planning, etc)? a. How has this coordination supported the success of the SMP support? b. What are some key barriers to coordination?
19. (If school received support in previous year): Is the District/School still implementing the School Meals Programme here in this school? How is this being done now?
20. Is the School Meals programming sustainable? Do you see that it will contribute to the medium- and long-term development needs of the children, school or communities?
21. How are data protection issues managed in the School Meals Programme in this school?
22. If new School Meals programming support were to happen, what would be some key lessons that should be taken into account?

### 2.3.6. Sulawesi Response Case Study

#### 51. The following is the complete interview script for the Sulawesi response case study interviews at sub-national and Tagana levels

*Introduction (to be read at the beginning of each interview): My name is \_\_\_\_\_. I am a researcher contracted to support (a company – KonTerra – that is) carrying out an evaluation of the work that WFP has done supporting the Government of Indonesia in the Sulawesi Response. We are talking with a number of people from different levels who are connected to the response to understand how the work that has been done at the national level by WFP has influenced the response programming at the sub-national levels. We will then analyse the information provided by over 100 respondents.*

*We would like to collect your thoughts on this work which has supported the response. Your experience is very valuable, and your feedback will help WFP and the Government of Indonesia improve their support in situations such as this in the future. WFP very much welcomes negative feedback as it will help the organization improve its support. And none of your feedback will bear any negative consequences for future support from WFP, for your district, your community or yourself.*

*If you agree to participate, at any moment, you can stop participating without any penalty. The interview will last about one hour. Your participation is voluntary, you can refuse to join, or you can withdraw after it has begun with*

no penalty. Being in this discussion or not will not affect the benefits to the community, District, Province or elsewhere from the BNPB, MOSA, Tagana or from WFP.

We will keep your inputs anonymous. Your inputs will be kept absolutely confidential.

This evaluation is designed to help improve the EPR programming by gathering opinions from everyone involved. You or your <school/community/District/Province> may not necessarily benefit personally from being in this discussion. If there are any problems with the way the facilitator has conducted the discussion, any problems should be reported to \_\_\_\_\_

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this interview? (verbal response only requested)

Date: \_\_\_\_\_

Location \_\_\_\_\_

Enumerator: \_\_\_\_\_

Respondent: \_\_\_\_\_

Title: \_\_\_\_\_

<b>Sulawesi Support Role</b>	
1.	First, can you talk a little about your role or experience with the Sulawesi response? What was your first involvement?
2.	Think back to the first days of the response. Can you remember what you saw with respect to the logistics of the response? How were things organized? Who was involved?
3.	What type of logistics activities do you remember being carried out? Who was leading these? How was WFP involved?
<b>Sulawesi Response Support</b>	
4.	Think back to the beginning of the response. How was it decided what logistics support was needed? <ol style="list-style-type: none"> <li>a. Who was involved in the consultations?</li> <li>b. Did the consultations involve women?</li> <li>c. Were there any groups overlooked that you think should have been included?</li> </ol>
5.	Which beneficiaries and Districts received logistics response support first? How was it decided which ones would get the support?
6.	When beneficiaries or Districts received logistics support, how were they informed about the assistance they would get?
7.	What were the biggest constraints faced in organizing support? <ol style="list-style-type: none"> <li>i. Did any group face more constraints than others? If any:               <ul style="list-style-type: none"> <li>• Who were they?</li> <li>• What were their constraints?</li> <li>• How were the constraints managed?</li> <li>• How were the results?</li> </ul> </li> </ol>
8.	(To assess the background logistics support in delivering assistance) What type of support did Districts and beneficiaries receive from the response? From what organizations? <ol style="list-style-type: none"> <li>i. Type of food/vouchers/cash</li> <li>ii. Trainings – systems</li> <li>iii. Materials</li> <li>iv. Other, please mention.</li> </ol> <ol style="list-style-type: none"> <li>b. How long was it supposed to last?</li> <li>c. How many times did you receive it?</li> <li>d. Any delays in receiving assistance?</li> </ol>

<p>If any:</p> <ul style="list-style-type: none"> <li>• Why did the delays happen?</li> <li>• What were the consequences of the delays?</li> <li>• How were the delays managed?</li> <li>• How were the results?</li> </ul>
<p>9. <i>If food/materials</i>: What was the food/materials distribution process like? Can you describe in detail how it went from being informed to having food/materials distributed?</p> <p>a. Were there any challenges in the food distribution process?</p> <p>If any:</p> <ul style="list-style-type: none"> <li>- What were the challenges?</li> <li>- How were the challenges managed?</li> <li>- How were the results?</li> </ul>
<p>10. <i>If Trainings/Systems</i> – what was the capacity building or system building process like? Can you describe in detail how it went from the time of initial inclusion? What happened?</p> <p>a. Were there any challenges in capacity/system building process?</p> <p>If any:</p> <ul style="list-style-type: none"> <li>- What were the challenges?</li> <li>- How were the challenges managed?</li> <li>- How were the results?</li> </ul>
<p>11. From your experience, has the logistics support provided been successful in the response? Why do you think so?</p>
<p>12. What do you do if there were an aspect of the logistical support that you are not happy about? Was there a feedback or complaint mechanism?</p> <p>If there was a mechanism:</p> <ul style="list-style-type: none"> <li>• How did it work?</li> </ul>
<p>13. How were women and girls' needs been taken into account in the response activities?</p>
<p>14. How did the organization or authority collect and store data on beneficiaries? How was it decided whether someone in the organization/authority could access the data? (for organizations and District authorities)</p>
<p><b>Response Reflection</b></p>
<p>15. What role did you see WFP playing throughout the response? Did this change over time?</p>
<p>16. How was WFP involved during the response? Which clusters or technical working groups was WFP most involved in?</p>
<p>17. What have been the most positive impacts of WFP's role in the response?</p>
<p>18. Have you seen any unintended impacts from WFP's role in the response support?</p> <p>If any:</p> <ul style="list-style-type: none"> <li>• What are the unintended impacts?</li> <li>• Why do you think they are unintended impacts?</li> <li>• How have the unintended impacts happened?</li> </ul>
<p>19. What have been the most challenging aspects of WFP engagement in the response? How have the challenging aspects been managed? How were the results?</p>
<p>20. What was the biggest surprise result you've seen from the WFP engagement in the response? How did it happen?</p>
<p><b>Response and Capacity Building Approach (WFP Stakeholders Only)</b></p>
<p>21. How did you see the WFP engagement in the Sulawesi response affecting or supporting the Capacity Strengthening work of the CSP?</p> <p>a. Were these two roles in contradiction or were they complementary?</p> <p>b. Were mitigation measures required?</p>
<p>22. What effect did the WFP involvement in the response have on the resource mobilization of the CSP?</p>
<p>23. What type of support did the WFP CO receive from RBB or HQ with respect to the response and the CSP? What other support would have been useful?</p>
<p>24. How did the WFP involvement in the response affect the relationships and partnerships within the CSP?</p>

25. Were the operational, HR, and financial resources in the CO sufficient to attend to CSP programming and the Sulawesi response at the same time? Where were some barriers or bottlenecks?

26. If new response programming support were to happen, what would be some key lessons that should be considered regarding maintaining the CSP and the response at the same time?

## 2.4 QUALITATIVE ANALYSIS DESCRIPTION AND REVIEW TOOLS

### 2.4.1. Preface: Qualitative Data Analysis for Key Informant Interviews<sup>1</sup>

52. **Background:** Research texts typically make a distinction between data collection and analysis. For data collection based on surveys, standardized tests, and experimental designs, the lines are clear. However, the fluid and emergent nature of naturalistic inquiry makes the distinction between data gathering and analysis less absolute. In the course of fieldwork, ideas concerning directions for analysis will emerge. Patterns take shape, and additional possible themes are identified for further exploration. In general, the earlier stages of fieldwork tend to be generative and emergent, while later stages move towards confirmatory data collection – deepening insights into patterns and confirming or disconfirming trends. The data analysis depends on detailed description and drawing out multiple voices among the stakeholders.

53. Field notes and transcripts constitute the raw material for developing context analysis. For qualitative analysis, the mechanical work of analysis involves coding the data into discrete thought units and identifying themes and patterns emerging from the collection of thought units. The evaluation team reviewed and coded their notes into these discrete units of thoughts.

54. Individual units of thoughts were then collected into clusters by looking for recurring regularities in the data. These regularities revealed patterns that are labelled as themes. The themes were then examined to develop categories. This process for classifying and coding qualitative data produces a framework for organizing and describing what was collected during the field phase. This descriptive analysis builds a foundation for the interpretive phase when meanings are extracted from the data and comparisons are made with conclusions drawn. Theoretical framework shaped the analysis. For this evaluation, these conclusions were built against the matrix of concepts to be explored within the evaluation (See Table 2.4.1 below).

55. Validity and reliability were addressed through considerations of the substantive significance of the conclusions and categories:

- How solid, coherent and consistent is the evidence in support of this category of findings?
- To what extent or in what ways do the findings in this category increase or deepen understanding of this aspect of the programme?
- To what extent are the findings consistent with other sources of data?
- To what extent are the findings useful?

56. The evaluation team worked together to ensure consensual validation of the thought units, themes, patterns, categories and conclusions generated to mitigate against subjectivity bias.

#### **Document review**

57. The document review process was similar to the key informant interviews analysis, except that the raw data was the document narratives rather than original notes or transcripts from interviews. The same processes of identifying discrete thought units, clustering to identify emergent themes, identifying patterns, and building categories for conclusions are followed. In both cases, the conclusions were generated against a review tool based on the evaluation matrix.

#### **Most significant change exercise**

58. The most significant change exercise was described earlier in Annex 2.1. The thematic analysis followed the same principles of qualitative analysis described for the key informant interviews but sensitizing concepts were to identify themes and patterns related to (among others):

- a. Type of activity mentioned
- b. Type of capacity-strengthening level mentioned (individual, institutional, enabling environment)
- c. Type of agency or entity involved
- d. Timing of change (within the chronology of the country strategic plan)

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<sup>1</sup> Patton, M. *Qualitative Research and Evaluation Methods* (4<sup>th</sup> Ed). 2010. Sage Publications. Thousand Oaks, CA.

- e. Type of changes noted
- f. Type of relationship with WFP (strategic, operational, technical)
- g. Type of barrier overcome or changed as a result of engagement
- h. Criteria respondents used when they selected the example they came up with.

### Case study

59. "A case study is not a methodological choice, but a choice of what is to be studied. We could study it analytically or holistically, .... or culturally or by mixed methods – but we concentrate on the case."<sup>2</sup>

60. **Background:** Case analysis involved organizing data by specific cases for in-depth study and comparison. Cases can be individual, group, programmes, organizations or critical incidents. Cases are units of analysis. What constitutes a case is determined during the design stage and becomes the basis for purposeful sampling in qualitative inquiry. The case study approach to qualitative analysis constitutes a specific way of collecting, organizing and analysing data. Cases studies can be layered or nested. For example, a national programme will consist of multiple project sites. Therefore, individual interviews at project sites are combined to make up a project site case study. Project site case studies are combined to make up national programme case studies. The figure below profiles how these were expected to build in the case of the school meals programme. The school meals programme case study drew on this nested approach through individual interviews at school levels, which were combined to present a school case. Multiple schools in a district were combined to present a district case, and multiple cases of districts were combined to provide a national assessment case.

61. The Sulawesi response case study drew on a critical incident – the Sulawesi earthquake and tsunami – and collected individual inputs from multiple levels (affected populations, responders, government authorities, international organizations) to construct a case study of the critical incident.

62. The process of collection and analysis and use of the case study data are described in Annex 2.1. Annex 5 provides details of stakeholders interviewed in each case study.

63. The process of constructing case studies goes through three steps:

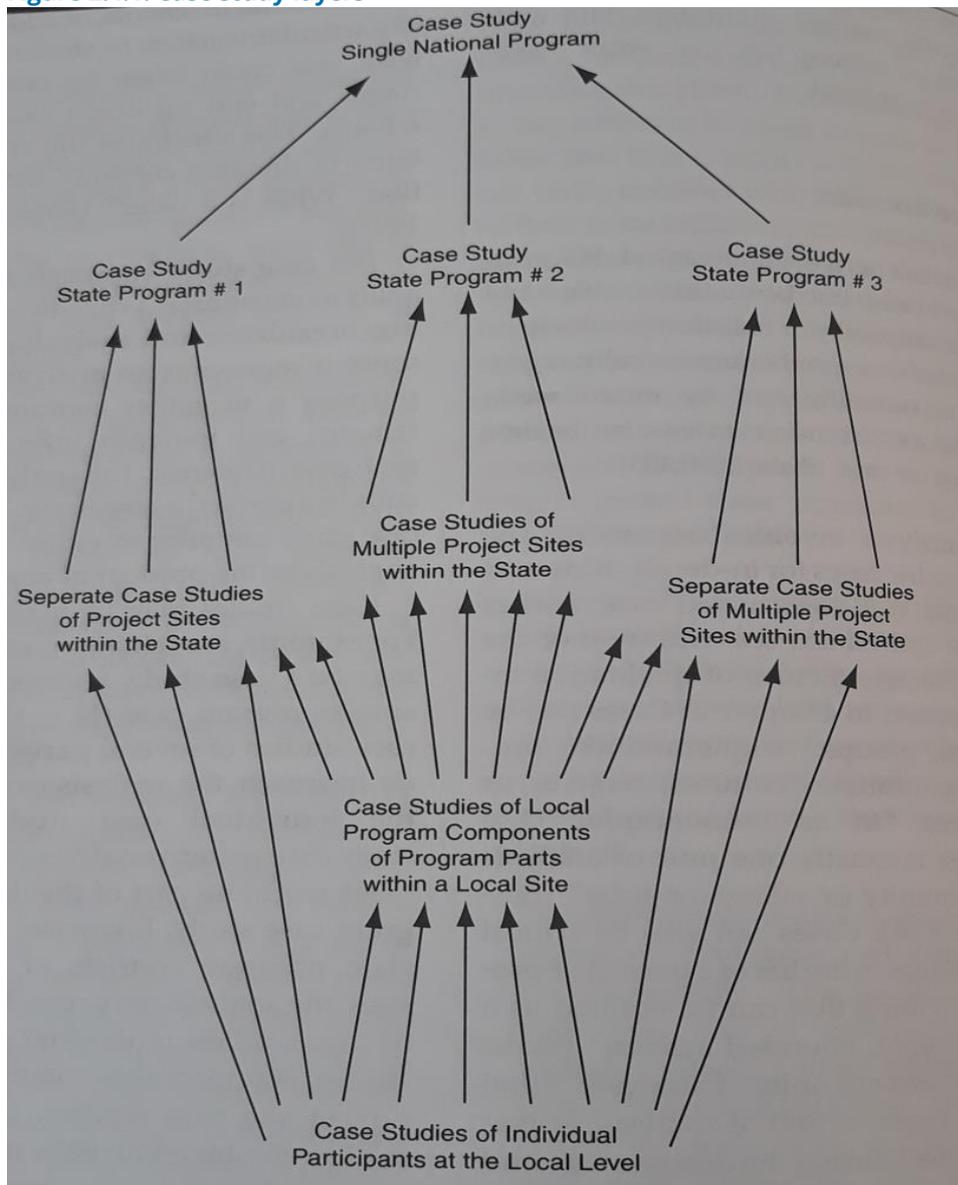
1. **Assembling the raw case data:** These data consist of all the information collected about the context for which the case study is to be written.
2. **Constructing a case record:** This is a condensation of the raw case data organized, classified, and edited into a manageable and accessible file.
3. **Writing a final case study narrative:** The case study is a readable, descriptive picture or story about a person, programme or critical incident making accessible all the information necessary to understand the case in all its uniqueness. The case study can be told chronologically, thematically or both. The case study description should offer a holistic portrayal, presented with any context necessary for understanding the case.

64. In the CSPE, the case studies were used to complement and inform the specific evaluation questions. Summaries of the two cases are presented in a narrative form in Annex 7.

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<sup>2</sup> Stake, Robert #. 2000. "Case Studies" in *Handbook of Qualitative Research*. 2d ed. Edited by Norman K. Denzin and Yvonne S Lincoln. Thousand Oaks, CA. Sage

Figure 2.4.1: Case study layers



Source: P. 448. Patton, M. Qualitative Research and Evaluation Methods (4th Ed). 2010. Sage Publications. Thousand Oaks, CA.

### Country strategic plan oral history

65. The intent of this exercise was to elicit a detailed description/narrative regarding the history of the country programme and country strategic plan from its establishment in 2016 through early implementation and ultimately generate reflection on the achievements to date. These reflections were intended to triangulate with the existing documentation, key informant interviews, most significant change exercise, and other quantitative documentation available regarding the country strategic plan.

66. The guide was designed to elicit a more empirical description of the processes by having respondents describe the history in a long narrative based on 3-4 starting questions related to each phase of the country programme and country strategic plan and disaggregated by activity depending on the knowledge level of each respondent. For each starting question, there were a series of probes. These probes were intended to

be reminders to the interviewer of key items to be explored based on the terms of reference evaluation questions.

67. This guide was intended to be applied to individuals. Individuals interviewed with this guide were to be those who are knowledgeable about the entire history of the country programme and country strategic plan for at least one of the activities within the country programme/country strategic plan - and preferably should be knowledgeable about the entire set of activities. As mentioned in 2.2.2, the oral history exercise was applied to three WFP personnel and two government stakeholders.

68. The data analysis exercise for the oral history was similar to the development of case studies - the raw notes were combined to generate a narrative description of the history and chronology. The raw notes were organized according to the general steps of qualitative thematic analysis (see key informant interview qualitative analysis review tool) to identify sensitizing themes and patterns to include in the narrative of the oral history descriptions. The oral history descriptions were integrated into the triangulation exercises during the data analysis workshop of the evaluation team along with the case studies to complement the findings emerging from the key informant interviews and survey.

## Sample review tools

69. The tool in Table 2.4.1 is a sample extracted from an excel spreadsheet. As the evaluation team reviewed interview notes from key informant interviews, themes identified were organized in the spreadsheet in order to track the points of relevance in the evaluation matrix related to the qualitative interviews and build conclusions from the categories.

**Table 2.4.1 – Sample review tool – key informant interviews**

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
<b>Evaluation Question 1: To what extent is the WFP strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP strengths?</b>	1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?	1.1.1 Alignment, relevance and coherence to national policies and plans at the design stage	1.1.1.2 Government and WFP stakeholders hold consensus perception that CSP strategic objectives aligned with government policies and plans – disaggregated by activity and objective including humanitarian response actions	
		1.1.2 Alignment of programme activities to strategic objectives and national policies	1.1.2.3 Government and WFP stakeholders can describe rationale and logic behind selection of activities and strategic objectives and national priorities	
		1.1.3 Alignment to WFP strategic plan in the framework of the Agenda 2030	1.1.3.2 WFP stakeholders show a consensus perception that CSP and CP align with corporate WFP strategic plans	
		1.1.4 Alignment to SDGs (SDG 2, 17)	1.1.4.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP align with Indonesia SDG framework	
		1.1.5 Relevance of the selected activities within the strategic objectives	1.1.5.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP demonstrate relevance of selected activities under strategic objectives	
	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?	1.2.1 The appropriateness of the focus of programming approach on most vulnerable people	1.2.1.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP demonstrate appropriateness of programming approach on most vulnerable people disaggregated by activity	
		1.2.2 Targeting of implementation in geographical areas of highest vulnerability according to impartial assessments	1.2.2.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP activities were targeting appropriate geographical areas or population groups	

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
		1.2.3 Integration of GEWE and protection analysis in vulnerability analysis	1.2.3.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP activities included gender sensitive analysis and protection concerns for activities	
		1.2.4 Alignment of CSP vulnerability targeting and approach with government identification of vulnerable areas and focus	1.2.4.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP geographic targeting – where present – was aligned with government vulnerability mapping and areas of focus	
	1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?	1.3.1 Flexibility/ capacity to adapt to changing contexts	1.3.1.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP was adapting to changing contexts and responsive to emergent requests from Government	
		1.3.2 Political and strategic positioning at national and local level	1.3.2.4 WFP, Government of Indonesia, and donor stakeholders show a consensus perception that CSP and CP was engaged in strategic and political positioning while adapting to context changes and emergent requests	
		1.3.3 Changes in humanitarian response context	1.3.3.3 WFP, Government of Indonesia, humanitarian response actors, and donor stakeholders show a consensus perception regarding the relevance of how WFP balanced humanitarian and development approaches in times of emergency response	
			1.3.3.4 WFP, Government of Indonesia, humanitarian response actors, and donor stakeholders can articulate WFP strategic positioning for capacity strengthening within the context of an emergency response	
	1.3.4 WFP humanitarian, state and society relations	1.3.4.3 WFP, Government of Indonesia, humanitarian response actors, and donor stakeholders can articulate WFP adherence to humanitarian principles within a capacity-strengthening framework approach during emergency response		
	1.4 To what extent is the CSP coherent and aligned with the wider United Nations and to what extent does it include	1.4.1 Alignment to UNPDF in country at the time of design and currently	1.4.1.2 WFP and United Nations country team stakeholders can articulate how CSP strategic outcomes are coherent with UNPDF	

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
	appropriate strategic partnerships based on the comparative advantage of WFP in the country?	1.4.2 WFP comparative advantage	1.4.2.3 WFP, Government of Indonesia, United Nations country team, and international community representatives can elaborate WFP comparative advantages in Indonesia – disaggregated by approach, activity, and strategic objective	
		1.4.3 Synergy with other development and humanitarian actors	1.4.3.4 WFP, Government of Indonesia, United Nations country team, and international community representatives can elaborate WFP synergy in Indonesia and can cite examples of multiplier effects within collaboration – disaggregated by approach, activity, and strategic objective	
<b>Evaluation Question 2: What is the extent and quality of WFP specific contribution to CSP strategic outcomes in Indonesia?</b>	2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?	2.1.1 Strategic objectives	2.1.1.3 WFP, Government of Indonesia, United Nations country team, and international community representatives perceive that there have been positive contributions from WFP to achievement of the strategic objectives	
		2.1.2 Level of attainment of planned outputs	2.1.2.3 WFP and government stakeholders can articulate a logical connection between activities and intended outputs 2.1.2.4 WFP and government stakeholders can articulate that evidence exists that national level activities can lead to outputs at subnational level through cascade effect	
		2.1.3 Achievement of outputs to realization of outcomes and strategic objectives	2.1.3.2 WFP and government stakeholders can articulate that the achievement of outputs can lead to the realization of outcomes and strategic objectives	
		2.1.4 Synergies of activities	2.1.4.2 WFP stakeholders can cite examples of instances for intentional synergy and convergence among the four activities in the CSP	
	2.2 To what extent did WFP contribute to achievement of cross-cutting aims	2.2.1 Humanitarian principles	2.2.1.2 WFP, the Government and other key stakeholder perceptions regarding the WFP operationalization of humanitarian principles within emergency response as well as identification of potential future measures	

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
	(humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?	2.2.2 Protection	2.2.2.2 WFP, the Government, UNCT, and other key stakeholders perceive WFP to have integrated protection aspirations into CSP and CP actions – disaggregated by activity and strategic objective	
		2.2.3 Accountability to affected populations	2.2.3.2 WFP, the Government, UNCT, and other key stakeholders: i) perceive WFP to have integrated accountability to affected populations aspirations into CSP and CP actions – disaggregated by activity and strategic objective, ii) perceive WFP to have included humanitarian response measures within Sulawesi response and EPR, and iii) can cite reflections for future measures for integrating accountability to affected populations within a CSP capacity-strengthening approach	
		2.2.4 Gender	2.2.4.5 WFP, the Government, and other key stakeholders can cite i) mechanisms by which WFP integrated gender sensitivity into programming, partnerships and agreements – disaggregated by activity and objective; and ii) future measures by which WFP can integrate gender sensitivity into future programming, partnerships, or agreements within a CSP approach	
	2.3 To what extent are the achievements of the CSP likely to be sustained?	2.3.1 Strategic alignment	2.3.1.3 WFP, the Government and UNCT stakeholders provide consensus perception of strategic alignment of CSP to existing government, WFP, and UNCT priorities – from analysis in 1.1 and replicated here	
		2.3.2 Resourcing	2.3.2.2 WFP, the Government, and other key stakeholders’ consensus perceptions regarding government resourcing availability – disaggregated by activity and strategic objective	
		2.3.3 Technical capacity development	2.3.3.2 WFP, the Government, and other key stakeholders’ consensus perceptions regarding government capacity assessment according to three dimensions– disaggregated by activity and strategic objective	
		2.3.4 Ownership	2.3.4.2 WFP, the Government, and other key stakeholders’ consensus perceptions regarding government ownership and political will – disaggregated by activity and strategic objective	

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
		2.3.5 Handover	2.3.5.2 WFP, the Government, and other key stakeholders can identify the defined exit strategies for WFP within the CSP and actions taken towards these exit strategies	
	2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?	2.4.1 Synergy in implementation	2.4.1.3 WFP, the Government, and UNCT stakeholders can cite examples of strategic linkages between humanitarian, development and peace work	
		2.4.2 Unintended effects and ad hoc efforts	2.4.2.2 WFP, the Government, and UNCT stakeholders can cite examples of unintended effects and ad hoc responses to emergent requests within humanitarian, and development linkages	
<b>Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	3.1 To what extent were outputs delivered within the intended timeframe?	3.1.1 Timeliness	3.1.1.2 WFP and government stakeholders provide consensus perceptions regarding the timeliness of activities delivered within the intended timeframe – disaggregated by activity, strategic objective and government agency or ministry	
	3.2 To what extent was coverage and targeting of interventions appropriate?	3.2.1 Targeting	3.2.1.2 WFP and government stakeholders provide consensus perceptions regarding the appropriateness of any targeting and coverage decisions within the frame of the CSP - disaggregated by activity, strategic objective and government agency or ministry	
	3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?	3.3.1 Cost efficiency	3.3.1.4 WFP and government stakeholders’ consensus perceptions regarding the cost-efficiency of the CSP and the implementation of activities	
	3.4 To what extent were alternative, more cost-effective measures considered?	3.4.1 Alternative approaches	3.4.1.2 WFP and government stakeholders’ consensus perceptions regarding the exploration of alternative approaches for cost-effective measures	
<b>Evaluation Question 4: What were the factors that explain WFP performance</b>	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?	4.1.1 Design analysis	4.1.1.2 WFP, the Government and other key stakeholders hold consensus perception that available evidence was integrated into CSP and CP design	

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
<b>and the extent to which it has made the strategic shifts expected in the CSP?</b>	4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?	4.2.1 Resource mobilization	4.2.1.5 WFP, the Government and donor stakeholders hold consensus perceptions on WFP capacity for resource mobilization according to four dimensions: i) forecast; ii) adaptiveness; iii) barriers for resourcing; and iv) CSP corporate systems and structures - disaggregated by activity and objective	
	4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?	4.3.1 Partnerships	4.3.1.5 WFP, the Government and other key stakeholder perceptions regarding WFP partnerships within the CSP according to three dimensions: : i) opportunities; ii) outcomes; and iii) barriers	
	4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?	4.4.1 CSP Structural flexibility	4.4.1.3 WFP, the Government and other key stakeholders hold consensus perception regarding CSP structure related to four dimensions: i) budget allocation flexibility; ii) emergent ad hoc requests; iii) Activity synergy; and iv) flexibility in staffing	
		4.4.2 Capacity strengthening framework flexibility	4.4.2.3 Perceptions of WFP, the Government, and other key stakeholders regarding the strengths and challenges of a purely capacity strengthening framework approach within a CSP and preceding CP	
	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?	4.5.1 Resource mobilization	4.5.1.3 Perceptions of WFP, the Government, and other key stakeholders regarding the strengths and challenges for resource mobilization within a CSP framework including four dimensions: i) capacity strengthening approach; ii) donor priorities in Indonesia; iii) Government of Indonesia regulatory structures; iv) humanitarian response needs and coordination - disaggregated by activity and objective as necessary	
		4.5.2 Turnover and transitions	4.5.2.4 WFP and government stakeholders hold consensus perception regarding the degree of transition and turnover, the effects of transition and turnover, and mitigation measures to reduce transition and turnover within CSP and associated actions	
		4.5.3 Appropriate role of WFP within capacity strengthening approach	4.5.3.4 WFP, the Government, UNCT and other stakeholders hold consensus perceptions regarding most appropriate role for WFP within capacity strengthening related to type of role and level of capacity strengthening - disaggregated by activity, objective, and ministry or agency	

Evaluation question	Subquestion	Dimensions of analysis	Indicators	Key themes by indicator and by source
		4.5.4 Advocacy influence	4.5.4.2 WFP, the Government, and UNCT stakeholders hold consensus perceptions regarding WFP use of effective voice for affecting policy environment based on one of five approaches: i) resourcing; ii) partnerships and coordination; iii) technical skills; iv) operational processes and procedures; and v) evidence building – disaggregated by activity and objective	
		4.5.5 Government structures	4.5.5.2 Perceptions of government and other key stakeholders for optimal WFP approaches within the CSP, preceding CP, and future programming within capacity strengthening framework to sustain capacity strengthening at subnational levels	

70. The tool in Table 2.4.2 is a sample extracted from an excel spreadsheet. As the evaluation team reviewed documents, citations were referenced in the spreadsheet in order to track the points of relevance in the evaluation matrix related to document review and build categories and conclusions against the analysis. Documents reviewed prioritized: i) strategic plans and design documents, ii) ProDocs and memorandums of understanding, iii) logical frameworks and monitoring reports (including country bulletins and annual reports); and iv) cited studies such as the Zero Hunger Strategic Review and other analytical documents.

**Table 2.4.2: Sample review tool - document review**

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
<b>Evaluation Question 1: To what extent is WFP strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP strengths?</b>	1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?	1.1.1 Alignment, relevance and coherence to national policies and plans at the design stage	1.1.1.1 Evidence in document review of CSP strategic objectives matching those in government policies and plans – disaggregated by strategic objective and activity	
		1.1.2 Alignment of programme activities to strategic objectives and national policies	1.1.2.1 Existence of logical framework rationale connecting activities to strategic objectives  1.1.2.2 Existence of ProDoc and MoUs between CSP and Government related to programme activities and mention of linkage to national frameworks and policies	
		1.1.3 Alignment to WFP strategic plan in the framework of the Agenda 2030	1.1.3.1 CSP strategic directions and objectives matching those of WFP strategic plans (2014-2017 * 2017-2021).	
		1.1.4 Alignment to SDGs (SDG 2, 17)	1.1.4.1 Presence in CSP and CP document of reference to SDG frameworks with justification for alignment	
		1.1.5 Relevance of the selected activities within the strategic objectives	1.1.5.1 Presence of a strategic review carried out prior to CSP and CP design  1.1.5.2 Existence in CP and CSP logical framework of a rationale and justification for selection of activities  1.1.5.3 Existence in CP and CSP documentation of reference to vulnerability mapping studies and justification for activity and location selection	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
	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?	1.2.1 The appropriateness of the focus of programming approach on most vulnerable people	1.2.1.1 CP and CSP design documents contain rationale and justification for programming approaches for most vulnerable populations	
1.2.2 Targeting of implementation in geographical areas of highest vulnerability according to impartial assessments		1.2.2.1 CSP and CP design documents and ProDoc agreements with Government for activities cite studies of vulnerability analysis for justifying geographic areas of intervention or which can show a justification for a particular thematic focus (such as children <5 or pregnant or lactating women)		
1.2.3 Integration of GEWE and protection analysis in vulnerability analysis		1.2.3.1 CSP and CP document describe gender-sensitive analysis and protection concerns  1.2.3.2 CSP and CP document present rationale for activities based on gender-sensitive analysis and protection concerns  1.2.3.3 Strategic review, government vulnerability analysis mapping, and ProDocs and MoUs for activities include gender-sensitive analysis and protection concerns		
1.2.4 Alignment of CSP vulnerability targeting and approach with government identification of vulnerable areas and focus		1.2.4.1 CSP and CP design document vulnerability targeting rationale matches government vulnerability rationale and areas of focus		
	1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?	1.3.1 Flexibility/capacity to adapt to changing contexts	1.3.1.1 Existence of new analyses sponsored by WFP or the Government of Indonesia to highlight changing capacities and needs  1.3.1.2 Internal reports and WFP COMP show evidence of analysis of changing contexts and descriptions for actions to take in response  1.3.1.3 Internal reports and ProDoc or MoU agreements show WFP responding to emergent requests from Government	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
		1.3.2 Political and strategic positioning at national and local level	<p>1.3.2.1 Existence of analyses carried out regarding context or actors</p> <p>1.3.2.2 Evidence in WFP documentation which describes rationale for adjustments to respond to political and strategic positioning of WFP to respond to government shifts, donor strategies, or natural disasters</p> <p>1.3.2.3 Evidence in documentation showing rationale for responding to emergent requests within a strategic positioning framework</p>	
		1.3.3 Changes in humanitarian response context	<p>1.3.3.1 Existence of documentation in CSP and CP design and annual reports which shows justification for balance between humanitarian and development response</p> <p>1.3.3.2 Existence in after action reports regarding relevance of WFP emergency response within changing context</p>	
		1.3.4 WFP humanitarian, state and society relations	<p>1.3.4.1 WFP documents provide justification and rationale for actions in humanitarian response and elaborate alignment with humanitarian principles</p> <p>1.3.4.2 Existence of lessons learned documentation regarding harmonizing WFP and government priorities during emergency response and capacity-strengthening roles during humanitarian actions</p>	
	1.4 To what extent is the CSP coherent and aligned with the wider UN and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country?	1.4.1 Alignment to UNPDF in country at the time of design and currently	1.4.1.1 Evidence in documentation of comparison of UNPDF with CSP strategic objectives – disaggregated by activity and strategic objective	
		1.4.2 WFP comparative advantage	<p>1.4.2.1 Existence of CSP and CP document articulating WFP comparative advantages at the time of design</p> <p>1.4.2.2 Citation in MoUs and ProDocs of WFP comparative advantage – disaggregated by approach, activity, and strategic objective</p>	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
		1.4.3 Synergy with other development and humanitarian actors	1.4.3.1 Existence of CSP and CP document articulating WFP synergy with other development actors at the time of design and at the time of the emergency response in Sulawesi – disaggregated by activity and strategic objective 1.4.3.3 Citation in MoUs and ProDocs of WFP potential for synergy based on a comparative advantage analysis – disaggregated by approach, activity, and strategic objective	
<b>Evaluation Question 2: What is the extent and quality of WFP specific contribution to CSP strategic outcomes in Indonesia?</b>	2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?	2.1.1 Strategic objectives	2.1.1.1 Evidence from national level data and project documentation of progress towards the recommendations identified in the Indonesia Hunger Review  2.1.1.2 Evidence from project documentation of plausible WFP contribution including: a. Analysis of complementarity of interventions with other strategic partners b. Evidence of coordinated advocacy for policy influence	
		2.1.2 Level of attainment of planned outputs	2.1.2.1 Evidence of number of activities accomplished: i) number of persons trained; ii) number of organizational processes affected; iii) number of policies affected; iv) number of coordination mechanisms supported; and v) indirect beneficiaries reached - disaggregated by activity and gender as appropriate – per government reports on social programmes  2.1.2.2 Evidence of analysis of capacity assessment mapping and theories of change elaboration in WFP documentation linking activities to projected outputs	
		2.1.3 Achievement of outputs to realization of outcomes and strategic objectives	2.1.3.1 Evidence exists in documentation establishing logical connection between outputs and realization of outcomes including: i) Logical framework and ToC development ii) Indicators developed for activity and output and objective iii) Capacity assessment mapping exercise by activity iv) Qualitative perceptions of stakeholders regarding logic model and WFP contribution	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
		2.1.4 Synergies of activities	2.1.4.1 Documentation describes examples of synergy and convergence among the four activities for enhanced achievement of objectives	
	2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?	2.2.1 Humanitarian principles	2.2.1.1 Documentation describes WFP actions for contributing to humanitarian principles during Sulawesi response	
		2.2.2 Protection	2.2.2.1 Evidence in documentation citing protection measures - including data protection - of affected populations - disaggregated by activity and strategic objective	
		2.2.3 Accountability to affected populations	2.2.3.1 Evidence in documentation citing accountability to affected population measures - including complaints mechanisms - if any - disaggregated by activity and strategic objective	
		2.2.4 Gender	2.2.4.1 WFP gender and age marker scores and assessment - disaggregated by activity and objective  2.2.4.2 Documentation in CSP and emergency response can show gender analysis undertaken during design phase or strategic review disaggregated by activity and objective  2.2.4.3 Work plans describe how gender and age considerations shape activities and interventions - disaggregated by activity and objective  2.2.4.4 Budget analysis shows resource allocation for gender sensitive programming - disaggregated by activity and objective	
	2.3 To what extent are the achievements of the CSP likely to be sustained	2.3.1 Strategic alignment	2.3.1.1 Evidence in documentation of strategic alignment of CSP to government priorities - from analysis in 1.1 and replicated here  2.3.1.2 Evidence in documentation of CSP strategic alignment to Zero Hunger report recommendations, and	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx	
			capacity-strengthening corporate frameworks – from analysis in 1.1 and replicated here.		
		2.3.2 Resourcing	2.3.2.1 Evidence in documentation of resourcing availability for government management – disaggregated by activity and strategic objective		
		2.3.3 Technical capacity development	2.3.3.1 Evidence exists from documentation citing technical capacity achievements according to capacity-strengthening framework progress milestones for the three dimensions – disaggregated by activity and strategic objective		
		2.3.4 Ownership	2.3.4.1 Evidence exists from documentation citing government ownership considerations compared against capacity-strengthening framework progress milestones – disaggregated by activity and objective		
		2.3.5 Handover	2.3.5.1 Documentation shows evidence of: i) the existence of an exit strategy; and ii) actions that have been taken towards these exit strategies – disaggregated by activity, objective, and government ministry or agency		
	2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?	2.4.1 Synergy in implementation	2.4.1.1 Evidence exists in programme documentation citing opportunities for synergy in four dimensions including: i) resource mobilization; ii) policy advocacy; iii) emergency response; and iv) technical capacity development – disaggregated by activity and objective  2.4.1.2 Evidence exists in activity reports and action plans of intentional actions for synergy in four dimensions including: i) resource mobilization; ii) policy advocacy; iii) emergency response; and iv) technical capacity development – disaggregated by activity and objective		
		2.4.2 Unintended effects and ad hoc efforts	2.4.2.1 Evidence exists in programme documentation identifying unintended effects and ad hoc responses - disaggregated by activity and objective		
	<b>Evaluation Question 3: To what extent</b>	3.1 To what extent were outputs delivered within the intended timeframe?	3.1.1 Timeliness	3.1.1.1 Evidence in programme reports of timeliness - disaggregated by activity and strategic objective	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
<b>has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	3.2 To what extent was coverage and targeting of interventions appropriate?	3.2.1 Targeting	3.2.1.1 Evidence in documentation of mapping data being used for targeting interventions – disaggregated by activity and strategic objective	
	3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?	3.3.1 Cost efficiency	3.3.1.1 Existence of evidence showing how resources within the CSP and preceding CP were optimized for delivery of activities – disaggregated by activities and strategic objective  3.3.1.2 Analysis of efficiency through comparison of planned vs. mobilized resources actually used within the CSP and preceding CP  3.3.1.3 Analysis of budget breakdown and the evolution of the direct support cost budget line within the CSP and preceding CP	
	3.4 To what extent were alternative, more cost-effective measures considered?	3.4.1 Alternative approaches	3.4.1.1 Existence of evidence in documentation of the intentional exploration of alternative approaches for enhanced cost effectiveness – disaggregated by activity and objective	
<b>Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?</b>	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?	4.1.1 Design analysis	4.1.1.1 Evidence in CP and CSP document referencing existing studies and evidence and presentation of rationale for design components – disaggregated by activity and objective	
	4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?	4.2.1 Resource mobilization	4.2.1.1 Evidence in documentation of resource forecasting guiding CSP and CP designs – disaggregated by activity and strategic objective  4.2.1.2 Evidence in documentation regarding actions taken to adapt to resource mobilization changes throughout the CSP and CP – disaggregated by activity and strategic objective  4.2.1.3 Evidence in documentation referencing barriers for resourcing – disaggregated by CSP and CP	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
			4.2.1.4 Evidence in documentation regarding functioning of CSP finance and budget structure for adaptiveness and resourcing	
	4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?	4.3.1 Partnerships	4.3.1.1 Programme documentation shows evidence of strategic decision-making regarding partnerships 4.3.1.2 Programme documentation provides evidence of outcome of partnerships including effect on results 4.3.1.3 Programme documentation cites barriers to partnerships within CSP framework 4.3.1.4 Number of partnerships and coordinating mechanisms of which WFP is a member or leader within the current CSP and preceding CP	
	4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?	4.4.1 CSP structural flexibility	4.4.1.1 Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and disaggregated by activity 4.4.1.2 Evidence in documentation regarding reflections on CSP structure and implications for flexibility and actions – in general and – disaggregated by activity	
		4.4.2 Capacity-strengthening framework flexibility	4.4.2.1 Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and disaggregated by activity 4.4.2.2 Evidence in documentation regarding reflections on capacity-strengthening framework structure and implications for flexibility and actions – in general and disaggregated by activity and humanitarian response	
	4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?	4.5.1 Resource mobilization	4.5.1.1. Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and disaggregated by activity 4.5.1.2 Evidence in documentation regarding reflections on resource mobilization on four dimensions: i) capacity	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
			strengthening approach; ii) donor priorities in Indonesia; iii) Government of Indonesia regulatory structures; and iv) humanitarian response needs and coordination – in general and disaggregated by activity and humanitarian response	
		4.5.2 Turnover and transitions	<p>4.5.2.1 Evidence in documentation citation transition and turnover of Government and WFP – disaggregated by activity and objective and ministry or agency</p> <p>4.5.2.2 Documentation citations regarding effects of government turnover and transitions – disaggregated by activity and objective and ministry or agency</p> <p>4.5.2.3 Evidence in documentation reporting mitigation measures taken in response to turnover and transitions – disaggregated by activity and objective and ministry or agency</p>	
		4.5.3 Appropriate role of WFP within capacity-strengthening approach	<p>4.5.3.1 Evidence in documentation citing different types of role WFP has assumed during the CP and CSP: i) leading; ii) supporting; and iii) coordinating – disaggregated by activity, objective, and ministry or agency</p> <p>4.5.3.2 Evidence in documentation citing degree of investment in capacity strengthening by capacity-strengthening framework levels: i) individual; ii) institutional; and iii) enabling environment</p> <p>4.5.3.3 Evidence in documentation regarding stakeholder assessments on the appropriate role and level of engagement for WFP including, among others, partnership agreements, MoUs and ProDocs, United Nations strategic plans, and country programme action plans</p>	
		4.5.4 Advocacy influence	4.5.4.1 Evidence in documentation cites examples of effective use of voice for affecting policy change on one of five dimensions: i) resourcing; ii) partnerships and coordination; iii) technical skills; iv) operational processes and procedures; and v) evidence building – disaggregated by activity and objective	

Evaluation Question	Subquestion	Dimensions of analysis	Indicators	Project document xxx
		4.5.5 Government structures	4.5.5.1 Evidence in documentation of effects on subnational government capacity through national level capacity strengthening approach at provincial, district, and sub-district level – disaggregated by capacity dimension (individual, institutional, and enabling environment), activity, and ministry or agency	

# Annex 3 : Evaluation Matrix

## 3.1: DEFINITION OF POLICY INPUT ENGAGEMENT AND COMMUNICATION SKILLS

71. There is not necessarily a single definition of these terms in the literature, but the implicit definitions apparently drawn on by respondents would include the following characteristics:

- a) Politics are the activities associated with the governance of a country – in particular, the debate between respective interests having influence on collective decisions
- b) Policy developments are the mechanisms by which decisions are made regarding the use of public resources – these decisions are subsequently operationalized as policies, systems and programmes, but the decisions and agreements need to occur first
- c) The debate between respective interests regarding decisions takes place within a social arena of negotiations, agreements and exchanges, where participants have different degrees of social, organizational, and individual capacity to influence decisions – and operate from different operating frameworks
- d) Influence involves developing alliances, partnerships or coalitions – many of which may be temporary – in order to exert greater voice in the debates on decisions
- e) This area of negotiation, exchange and debate to inform decisions has its own particular set of social cues, communication patterns, courtesy rules, calendars and timetables
- f) A condition for successful influence within this arena not only requires expertise in specific subjects, but also an understanding of the specific priorities of other interests and an ability to communicate effectively within the frameworks used by other interests.

72. These skills were seen by respondents as necessary not only for the specific arena of policy input, but also necessary precursors to garnering agreements for the provision of technical products (such as developing trainings for personnel in a specific ministry or sponsoring a study to analyse a technical problem) and – equally important – to gain resourcing from the Government of Indonesia. In other words, communication skills for non-technical higher-level government stakeholders and for building strategic relationships are what is required before a technical exercise or policy input occurs. These skills for analysis, communication and relationships are also important for the continued acceptance of the technical exercise or policy input.

73. Government entities are not monolithic entities but from a political-economy perspective can be seen as an interconnected network of persons and parties who represent specific interests and work towards the promotion of specific priorities. Reaching agreements within this network is the result of identifying aligning interests, building coalitions and creating agreements. However, these agreements can be ephemeral and require constant monitoring as new interests emerge or priorities shift. Even after a policy is developed, the operationalization of the policy requires further negotiation for allocation of budget. Negotiations around budget allocation occur every year and gains in one year can be lost in subsequent years as interests are renegotiated.

74. Political engagement has traditionally been considered in WFP to be the provenance of the Country Director (and perhaps the Deputies) as the political representative of the organization in a country. Other WFP personnel will have practical experience in negotiating with government authorities. However, a key difference in CCS-focused country strategic plan is that direct assistance programming usually requires communication skills to negotiate permission from the Government of Indonesia for WFP activities.

75. In contrast, CCS-focused country strategic plan programming requires a greater degree of understanding of the internal policy environment and processes of the Government of Indonesia by all levels of county office staff involved in the country strategic plan in order to engage within the Government. There is also a lack of documentation or conceptualization regarding the mechanism by which WFP will enter into legislative discourse or what policy inputs imply. Staff throughout all levels of the country office would need to be skilled in the cultivating the necessary strategic relationships required to garner agreements, exert influence, engage in exchanges, or communicate positions. This is part and parcel of any work involving national capacity development, but what seems to give these considerations extra prominence in the eyes of

respondents regarding the country strategic plan is that since WFP will work to support the Government of Indonesia in its work and that since WFP is aspiring to receive funding from the Government to maintain this work, then as a result, WFP will need to enter into the strategic policy discourse arena to a degree that may not be required with direct beneficiary activities, or targeting non-governmental partners.

## 3.2 EVALUATION MATRIX

Evaluation Question 1: To what extent is the WFP strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP strengths <sup>1</sup>				
Dimensions of analysis	Lines of Inquiry	Indicators	Data source	Data-collection technique <sup>2</sup>
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals? (Relevance, Coherence)				
1.1.1 Alignment, relevance and coherence of objectives to national policies and plans at the design stage	The extent to which the CSP and preceding CP objectives were relevant to national priorities as expressed in national policies and plans – disaggregated by strategic objective	<p>1.1.1.1 Evidence in document review of CSP and CP strategic objectives matching those in government policies and plans – disaggregated by strategic objective and activity</p> <p>1.1.1.2 Government and WFP stakeholders hold consensus perception that CSP and CP strategic objectives aligned with government policies and plans – disaggregated by activity and objective including humanitarian response actions</p>	<ul style="list-style-type: none"> <li>WFP CP and CSP documents</li> <li>2014 WFP Indonesia Country Portfolio Evaluation</li> <li>Indonesia Zero Hunger Review</li> <li>Government policies, plans and programmes including, among others: i) National Medium-Term Development Plan (2015-2019), ii) Zero Hunger Strategic Review Indonesia, iii) Indonesia Master Plan Acceleration and Expansion of Economic Development (2011-2025); iv) Five-Year Strategic Plans of MoEC (2015-2019), MoUs and ProDocs for each activity, and so forth</li> </ul> <p>KIIs/MS/ oral history with government officials including, among others: MoSA, MoEC, BKP, Bappenas, BNPB, MoH, MoA KIIs/MS/ oral history with current and former WFP stakeholders, including, among others: CD, DCD, Head of Activities, M&amp;E</p> <p>Online survey with WFP and national government stakeholders</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.1.2 Alignment of programme activities to strategic objectives and national policies	The extent to which the logic of the selected activities supported by the CSP and preceding CP are logically connected to the strategic objectives	<p>1.1.2.1 Existence of logical framework rationale connecting activities to strategic objectives</p> <p>1.1.2.2 Existence of ProDoc and MoUs between CSP and CP and Government related to programme activities and</p>	<ul style="list-style-type: none"> <li>WFP CP and CSP documents</li> <li>2014 WFP Indonesia Country Portfolio Evaluation</li> <li>Indonesia Zero Hunger Review</li> <li>CSP and CP logical frameworks</li> <li>Activity ToCs as available</li> <li>Government Policies, plans and programmes including, among others: i) National Medium-Term Development</li> </ul>	<p>Document review using review tool (Annex 2.4) to identify logic links between</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p>

<sup>1</sup> Some of this is dealt with under EQ4, Section 2.4.1.

<sup>2</sup> The analysis of MSC mirrors KII analysis and the analysis of oral history exercise mirrors case study analysis.

	(and subsequently to national priorities)	<p>mention of linkage to national frameworks and policies</p> <p>1.1.2.3 Government and WFP stakeholders can describe rationale and logic behind selection of activities and strategic objectives and national priorities</p>	<p>Plan 2015-2019, ii) Zero Hunger Strategic Review Indonesia, iii) MoUs and ProDocs for each Activity, and so forth</p> <p>KIIs/MSCs/oral history with government officials including, among others: MoSA, MoEC, BKP, MoP, BNPB, MoH, MoA</p> <p>KIIs/MSCs/oral history with current and former WFP stakeholders, including, among others: CD, DCD, Head of Activities, M&amp;E</p> <p>Online survey with WFP and national government stakeholders</p>	<p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.1.3 Alignment to WFP strategic plan in the framework of the Agenda 2030 <sup>3</sup>	<p>Consistency of the CSP and preceding CP with corporate outcome areas and lines of interventions - disaggregated by activity and strategic objective</p>	<p>1.1.3.1 CSP strategic directions and objectives matching those of WFP strategic plans (2014-2017 * 2017-2021).</p> <p>1.1.3.2 WFP stakeholders show a consensus perception that CSP and CP align with corporate WFP strategic plans</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• WFP Strategic Plan and Agenda 2030</li> <li>• WFP Strategic Plan (2014-2017) &amp; WFP Strategic Plan (2017-2021)</li> </ul> <p>KIIs with current and former WFP stakeholders, including, among others: CD, DCD, Head of Activities, M&amp;E</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.1.4 Alignment to SDGs (SDG 2, 17)	<p>The extent to which the strategic outcomes outlined in the CSP and preceding CP are aligned with SDG frameworks - disaggregated by activity and strategic objective<sup>4</sup></p>	<p>1.1.4.1 Presence in CSP and CP documents make reference to SDG frameworks with justification for alignment</p> <p>1.1.4.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP align with SDG framework</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• Indonesia Zero Hunger Review</li> <li>• Government policies, plans and programmes including, among others: i) National Medium-Term Development Plan (2015-2019), ii) SDG Framework, iii) Indonesia Master Plan Acceleration and Expansion of Economic Development (2011-2025);</li> </ul>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p>

<sup>3</sup> This sub-question is discussed partly in report section 2.4.4.

<sup>4</sup> Sub-question 1.4 is partly addressed in report section 2.1.1.

			<p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs with government officials including, among others: MoSA, MoEC, BKP, MoP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government of Indonesia</p>	<p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.1.5 Relevance of the selected activities within the strategic objectives	<p>The extent to which CSP and preceding CP was based on a comprehensive analysis of the Indonesia context</p> <p>The extent to which the logic of the selected activities is aligned with the strategic objectives and address the underlying causes of food insecurity, nutrition, protection or emergency preparedness</p> <p>The extent to which the logic of the selected activities is aligned with the vulnerability mapping and studies produced by WFP and Government within the CSP and preceding CP</p>	<p>1.1.5.1 Presence of a strategic review carried out prior to CSP and CP design</p> <p>1.1.5.2 Existence in CP and CSP logical framework of a rationale and justification for selection of activities</p> <p>1.1.5.3 Existence in CP and CSP document of reference to vulnerability analysis mapping and justification for activity and location selection</p> <p>1.1.5.4 WFP and Government of Indonesia stakeholders show a consensus perception that the CSP and CP demonstrate the relevance of selected activities under the strategic objectives</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• 2015 Strategic Review</li> <li>• CP and CSP M&amp;E plans</li> <li>• CP and CSP Logical Framework</li> </ul> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs with government officials including, among others: MoSA, MoEC, BKP, MOP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government of Indonesia</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
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 (Coverage) <sup>5</sup>				

<sup>5</sup> For coherence, question 1.2 is dealt with in report Section 2.3.

<p>1.2.1 The appropriateness of the focus of programming approach on most vulnerable people</p>	<p>The extent to which the CSP and preceding CP documents reference existing studies and maps related to the national context to rationalize inclusion of groups in programming</p>	<p>1.2.1.1 CP and CSP design documents contain rationale and justification for programming approaches for most vulnerable populations</p> <p>1.2.1.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP appropriateness of programming approach on most vulnerable people disaggregated by activity</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documentation</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• 2015 Strategic Review</li> <li>• CP and CSP M&amp;E plans</li> <li>• CP and CSP Logical Framework</li> <li>• Government of Indonesia policies and plans including, among others: i) Summary of Indonesia's Poverty Analysis, ii) Towards a Comprehensive and Integrated Social Assistance System; iii) Zero Hunger Strategic Review; iv) National Nutrition Review</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs/oral history with government officials including, among others: MoSA, MoEC, BKP, MOP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>1.2.2 Targeting of implementation in geographical areas of highest vulnerability according to impartial assessments</p>	<p>The extent to which the CSP and preceding CP made use of studies and maps of national context to present an appropriate rationale for where programming interventions were located.</p>	<p>1.2.2.1 CSP and CP design documents and ProDoc agreements with Government for activities cite studies of vulnerability analysis for justifying geographic areas of intervention or which can show a justification for a particular thematic focus (such as children &lt;5 or pregnant or lactating women)</p> <p>1.2.2.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP activities were targeting appropriate geographical areas or population groups</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• Government of Indonesia policies and plans including, among others: i) Summary of Indonesia's Poverty Analysis, ii) Towards a Comprehensive and Integrated Social Assistance System; iii) Zero Hunger Strategic Review; ; iv) National Nutrition Review</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs/oral history with government officials including, among others: MoSA, MoEC, BKP, MoP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>1.2.3 Integration of GEWE and protection analysis in vulnerability analysis</p>	<p>The extent to which gender analysis and protection concerns are integrated into the design process for targeting and</p>	<p>1.2.3.1 CSP and CP documents describe gender-sensitive analysis and protection concerns</p> <p>1.2.3.2 CSP and CP documents present rationale for activities based</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• 2015 Strategic Review</li> <li>• GRN country office report – CO Indonesia</li> <li>• Government of Indonesia policies and plans including, among others: i) Summary of Indonesia's Poverty</li> </ul>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p>

	approach in the CSP and preceding CP	<p>on gender-sensitive analysis and protection concerns</p> <p>1.2.3.3 Strategic review, Government of Indonesia vulnerability analysis mapping, and ProDocs and MoUs for activities include gender-sensitive analysis and protection concerns</p> <p>1.2.3.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP activities included gender-sensitive analysis and protection concerns for activities</p>	<p>Analysis, ii) Towards a Comprehensive and Integrated Social Assistance System; iii) Zero Hunger Strategic Review; iv) ProDocs and MoUs</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs/oral history with government officials including, among others: MoSA, MoEC, BKP, MoP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government</p>	<p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.2.4 Alignment of CSP vulnerability targeting and approach with Government identification of vulnerable areas and focus	The extent to which any geographical targeting of activities (for example, in Activity 3a) and approach of CSP and preceding CP design aligns with government policies and frameworks related to vulnerable populations and priorities	<p>1.2.4.1 CSP and CP design document vulnerability targeting rationale matches Government of Indonesia vulnerability rationale and areas of focus</p> <p>1.2.4.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP geographic targeting – where present – was aligned with Government of Indonesia vulnerability mapping and areas of focus</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• 2015 Strategic Review</li> <li>• Government of Indonesia policies and plans including, among others: i) Summary of Indonesia's Poverty Analysis, ii) Towards a Comprehensive and Integrated Social Assistance System; iii) Zero Hunger Strategic Review; iv) ProDocs and MoUs; v) Food Security Bulletins; vi) National Nutrition Review</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs/oral history with government officials including, among others: MoSA, MoEC, BKP, MoP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key Informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Relevance, Connectedness)				
1.3.1 Flexibility/capacity to adapt to changing contexts	The extent to which analysis of evolution of context has been conducted within the CSP and preceding CP to guide adaptations	1.3.1.1 Existence of new analyses sponsored by WFP or the Government of Indonesia to highlight changing capacities and needs	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• WFP COMP</li> <li>• WFP internal reports, including, among others: i) After Action Review (Sulawesi response), ii) Decentralized evaluations such as the PROGAS evaluation, iii) monitoring reports and VAM assessments</li> </ul>	Document review using review tool (Annex 2.4) to identify themes among documentation for comparison

	<p>based on emerging priorities</p> <p>The extent to which WFP strategic positioning has remained relevant within national priority shifts during the CSP and preceding CP</p>	<p>1.3.1.2 Internal reports and WFP COMP show evidence of analysis of changing contexts and descriptions for actions to take in response</p> <p>1.3.1.3 Internal reports and ProDoc or MoU agreements show WFP responding to emergent requests from Government</p> <p>1.3.1.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP were adapting to changing contexts and responsive to emergent requests from Government</p>	<ul style="list-style-type: none"> <li>• ProDocs and MoUs</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs/oral history with government officials including, among others: MoSA, MOEC, BKP, MoP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government</p>	<p>Semi-structured interviews with key informants with analysis via qualitative Review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>1.3.2 Political and strategic positioning at national and local level</p>	<p>The extent to which shifts in strategic positioning within the CSP and preceding CP were predicated on systematic analysis of evolution of context and actor interests</p> <p>The extent to which the CSP and preceding CP and WFP strategic positioning were able to respond to emergent ad hoc requests from Government or partners, integrating a decision-making framework for adjusting the response disaggregated by activity</p>	<p>1.3.2.1 Existence of analyses carried out regarding context or actors</p> <p>1.3.2.2 Existence of WFP documentation which describes rationale for adjustments to respond to political and strategic positioning of WFP to respond to government shifts, donor strategies, or natural disasters</p> <p>1.3.2.3 Existence of documentation showing rationale for responding to emergent requests within a strategic positioning framework</p> <p>1.3.2.4 WFP, Government of Indonesia, and donor stakeholders show a consensus perception that CSP and CP were engaged in strategic and political positioning while adapting to context changes and emergent requests</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• WFP COMP</li> <li>• WFP internal reports, including, among others: i) records of emergent requests or meeting minutes from strategic coordination meetings; ii) After Action Review (Sulawesi response), ii) decentralized evaluations such as the PROGAS evaluation, iii) monitoring reports and VAM assessments; iv) emergency situation reports</li> <li>• External documentation including among others: i) working group and technical working group coordination meeting minutes and situation reports; ii) updated ProDocs and MoUs; iii) donor reviews and strategic plans; Government of Indonesia presidential decrees; ; iv) National Nutrition Review</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E</p> <p>KIIs/oral history with government officials including, among others: MoSA, MoEC, BKP, MoP, BNPB, MoH, MoA</p> <p>Online survey with WFP and Government</p> <p>KIIs with donor representatives – DFAT, DFID, OFDA, the Government of Indonesia</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

	The relevance of WFP political positioning within the CSP and preceding CP in relation to donors' agendas and the navigation and response to potential tensions among competing interests disaggregated by activity			
1.3.3 Changes in humanitarian response context	<p>To what extent was the WFP CSP and preceding CP able to appropriately balance humanitarian and development approaches</p> <p>The extent to which WFP strategic positioning remained relevant during onset of emergencies and the organization of national and regional emergency response including the emergence of new response entities or organizations at national and regional levels</p>	<p>1.3.3.1 Existence of documentation in CSP and CP design and annual reports which shows justification for balance between humanitarian and development response</p> <p>1.3.3.2 Existence in after action reports of the relevance of WFP emergency response within changing context</p> <p>1.3.3.3 WFP, Government of Indonesia, humanitarian response actors, and donor stakeholders show a consensus perception regarding the relevance of how WFP balanced humanitarian and development approaches in times of emergency response</p> <p>1.3.3.4 WFP, Government of Indonesia, humanitarian response actors, and donor stakeholders can articulate WFP strategic positioning for capacity strengthening within the context of an emergency response</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• COMP reports</li> <li>• WFP internal reports such as emergency situation reports</li> <li>• After action reports</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB</p> <p>KIIs with international representatives – UNICEF, AHA Centre, OCHA</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Online survey with WFP and Government</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study Compilation</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

<p>1.3.4 WFP Humanitarian, State and Society relations</p>	<p>Exploring the extent to which WFP was able to navigate potential tensions between alignment with government priorities, a national capacity strengthening approach, and adhering to humanitarian principles in the context of humanitarian response</p>	<p>1.3.4.1 WFP documents provide justification and rationale for actions in humanitarian response and elaborate alignment with humanitarian principles</p> <p>1.3.4.2 Existence of lessons learned documentation regarding harmonizing of WFP and government priorities during emergency response and capacity strengthening roles during humanitarian actions</p> <p>1.3.4.3 WFP, Government of Indonesia, humanitarian response actors, and donor stakeholders can articulate WFP's adherence to humanitarian principles within capacity strengthening framework approach during emergency response</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• COMP reports</li> <li>• WFP internal reports</li> <li>• Emergency situation reports, emergency response project proposals and coordination updates</li> <li>• Cluster reports</li> <li>• After action reports</li> <li>• Government of Indonesia reports on Sulawesi response</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, Tagana, district and provincial BPBD, district and provincial Offices of Social Affairs</p> <p>KIIs with civil society actors – PMI, CARE, Oxfam, IFRC</p> <p>KIIs with international representatives – UNICEF, AHA Centre, OCHA</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>KIIs/oral history</p> <p>Emergency Response Case Study Compilation</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>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? (Connectedness, Relevance)</p>				
<p>1.4.1 Alignment to UNPDF in country at the time of design and currently</p>	<p>Assessing the extent to which there is consistency between the CSP strategic outcomes, outputs, and activities and the UNPDF outcome areas or theories of change – how coherent and consistent is the CSP and preceding CP with UNPDF</p>	<p>1.4.1.1 Comparison of UNPDF with CSP strategic objectives – disaggregated by activity and strategic objective</p> <p>1.4.1.2 WFP and United Nations country team stakeholders can articulate how CSP strategic outcomes are coherent with UNPDF</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents such as Indonesia Country Strategic Plan (2017-2020) and Indonesia Country Programme 200914 (2016-2020)</li> <li>• UNPDF documentation including evaluations as available</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with UNCT member organization representatives and United Nations focal point for UNPDF – RC, UNICEF, FAO, OCHA</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data collection techniques, and data types</p>

				according to principles of iterative analysis (Patton, Annex 2.4)
1.4.2 WFP comparative advantage	Assessing the extent to which WFP has recognized and maximized its potential comparative advantage within the CSP and preceding CP with respect to the actions and programming of other United Nations agencies, funds and programmes to maximize inter-agency complementarity	<p>1.4.2.1 Existence in CSP and CP document articulating WFP comparative advantages at the time of design</p> <p>1.4.2.2 Recognition in MoUs and ProDocs of WFP comparative advantage - disaggregated by approach, activity, and strategic objective</p> <p>1.4.2.3 WFP, Government of Indonesia, United Nations country team, and international community representatives can elaborate WFP comparative advantages in Indonesia - disaggregated by approach, activity, and strategic objective</p>	<ul style="list-style-type: none"> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• CP and CSP documents</li> <li>• Country programme action plans</li> <li>• Internal WFP reports such as workplans</li> <li>• External documents including, among others: i) ProDocs and MoUs; ii) government annual reports; iii) decentralized reviews and evaluations such as the Progas evaluation; iv) cooperation framework agreements; v) UNPDF reports (2017, 2018)</li> </ul> <p>KIIs with current and former WFP stakeholders - CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with UNCT member organization representatives and United Nations focal point for UNPDF - RC, UNICEF, FAO, OCHA</p> <p>KIIs with government officials - MoSA, MoEC, BKP, MoP, BNPB, MoH</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
1.4.3 Synergy with other development and humanitarian actors	The degree to which partnerships were developed within the CSP and preceding CP with a view to enhancing multiplier effects within collaboration	<p>1.4.3.1 Existence of CSP and CP document articulating WFP synergy with other development actors at the time of design and at the time of the emergency response in Sulawesi - disaggregated by activity and strategic objective</p> <p>1.4.3.2 The number and types of partnerships established within the CSP and preceding CP among actors in relevant dimensions including: i) resource mobilization; ii) policy advocacy; iii) emergency response; iv) development programming such as nutrition and food security; and v) coordination mechanisms</p>	<ul style="list-style-type: none"> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• CP and CSP documents</li> <li>• Country programme action plans</li> <li>• Internal WFP reports such as workplans or partnership agreements (strategic and operational)</li> <li>• External documents including, among others: i) ProDocs and MoUs; ii) annual programme reports; iii) decentralized reviews and evaluations such as the PROGAS evaluation; iv) cooperation framework agreements; v) UNPDF reports (2017, 2018); vi) donor reviews and strategic plans</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders - CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with UNCT member organization representatives and United Nations focal point for UNPDF - RC, UNICEF, FAO, OCHA</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Emergency Response Case Study</p> <p>Triangulation between data sources, data-collection techniques, and data types</p>

		<p>1.4.3.3 Recognition in MoUs and ProDocs of WFP potential for synergy based on a comparative advantage analysis – disaggregated by approach, activity, and strategic objective</p> <p>1.4.3.4 WFP, Government of Indonesia, United Nations country team, and international community representatives can elaborate WFP synergy in Indonesia and can cite examples of multiplier effects within collaboration – disaggregated by approach, activity, and strategic objective</p>	<p>KIIs/oral history with government officials – MoSA, MoEC, BKP, MoP, BNPB, MoH</p> <p>Online survey with Government and WFP</p>	<p>according to principles of iterative analysis (Patton, Annex 2.4)</p>
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**Evaluation Question 2: What is the extent and quality of WFP specific contribution to CSP strategic outcomes in Indonesia?**

<b>Dimensions of analysis</b>	<b>Lines of Inquiry or Indicators as appropriate</b>	<b>Indicators</b>	<b>Data source</b>	<b>Data-collection technique</b>
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Effectiveness)				
2.1.1 Strategic objectives	Exploring to what extent the CP and CSP have shown progress towards the overall strategic objectives and higher level impact	<p>2.1.1.1 Evidence from national level data and project documentation of progress towards the recommendations identified in the Indonesia Zero Hunger Review</p> <p>2.1.1.2 Evidence from project documentation of plausible WFP contribution including: Analysis of complementarity of interventions with other strategic partners Evidence of coordinated advocacy for policy influence</p>	<ul style="list-style-type: none"> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• Indonesia Zero Hunger Review</li> <li>• WFP annual reports</li> <li>• Activity theories of change</li> <li>• Capacity needs mapping exercise (each activity)</li> </ul> <p>KIIs/MSO/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with UNCT member organization representatives and United Nations focal point for UNPDF – RC, UNICEF, FAO, OCHA</p> <p>KIIs/MSO/oral history with government officials – MoSA, MoEC, BKP, MoP, BNPB, MoH</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Emergency Response Case Study</p> <p>Triangulation between data sources, data-collection</p>

		2.1.1.3 WFP, Government of Indonesia, United Nations country team, and international community representatives perceive that there have been positive contributions from WFP to achievement of the strategic objectives	Online survey with Government and WFP	techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)
2.1.2 Level of attainment of planned outputs	Summarizing the number of activities accomplished in comparison to planned activities disaggregated by activity line and strategic objective within the CSP and preceding CP  Describing logical connection between activities implemented and outputs	2.1.2.1 Evidence of number of activities accomplished: i) Number of persons trained; ii) Number of organizational processes affected; iii) Number of policies affected; iv) Number of coordination mechanisms supported; v) Indirect beneficiaries reached - disaggregated by activity and gender as appropriate - per Government reports on social programmes  2.1.2.2 Evidence of analysis of capacity assessment mapping and theories of change elaboration in WFP documentation linking activities to projected outputs  2.1.2.3 WFP and Government stakeholders can articulate a logical connection between activities and intended outputs  2.1.2.4 WFP and Government stakeholders can articulate that evidence exists that national level activities can lead to outputs at subnational level through cascade effect	<ul style="list-style-type: none"> <li>• CSP and CP logical frameworks</li> <li>• WFP annual country reports with logical framework indicator values updated</li> <li>• WFP activity level theories of change</li> <li>• COMET data</li> <li>• WFP internal monitoring reports</li> <li>• Government of Indonesia reports on projected indirect beneficiaries from decentralized social assistance programmes, including, among others: i) cash voucher assistance programmes; ii) SMPs; iii) VAM analysis for food security; and iv) emergency response reports</li> </ul> KIIs/oral history with current and former WFP stakeholders - CD, DCD, Head of Activities, M&E, RB representatives  KIIs/oral history with government officials - MoSA, MoEC, BKP, MoP, BNPB, MoH  Online survey with Government and WFP	Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison  Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)  Emergency Response Case Study  School Meals Programme Study  Frequency analysis of online survey results for relevance  Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)
2.1.3 Achievement of outputs to realization of outcomes and	The extent to which the realization of outputs within the targeted activities within the CSP and preceding CP	2.1.3.1 Evidence exists in documentation establishing logical connection between outputs to realization of outcomes including:	<ul style="list-style-type: none"> <li>• CP and CSP logical frameworks</li> <li>• Internal WFP ToC exercises</li> <li>• WFP annual country reports with logical framework indicator values updated</li> <li>• COMET data</li> </ul>	Document review and data analysis

strategic objectives	can be logically connected to attainment of outcomes and strategic objectives – disaggregated by strategic objective and activity	<p>i) Logical framework and TOC development</p> <p>ii) Indicators developed for activity and output and objective</p> <p>iii) Capacity assessment mapping exercise by activity</p> <p>iv) Qualitative perceptions of stakeholders regarding logic model and WFP contribution</p> <p>2.1.3.2 WFP and Government stakeholders can articulate that the achievement of outputs can lead to the realization of outcomes and strategic objectives</p>	<ul style="list-style-type: none"> <li>WFP internal monitoring reports</li> </ul> <p>KIIs/MSC/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs/MSC/oral history with government officials – MoSA, MoEC, BKP, MoP, BNPB, MoH</p> <p>Online survey with Government and WFP</p>	<p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources</p>
2.1.4 Synergies of activities	To what extent is there convergence and synergies developed among the four activities in the CSP and preceding CP to support the achievement of the strategic objectives	<p>2.1.4.1 Documentation describes examples of synergy and convergence among the four activities for enhanced achievement of objectives</p> <p>2.1.4.2 WFP stakeholders can cite examples of instances for intentional synergy and convergence among the four activities in the CSP</p>	<ul style="list-style-type: none"> <li>CP and CSP design document</li> <li>Internal WFP ToC exercises</li> <li>WFP annual country reports with logical framework indicator values updated</li> <li>COMET data</li> <li>WFP internal monitoring reports</li> </ul> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)? (Effectiveness, Coherence)				
2.2.1 Humanitarian principles	Exploring the existence of evidence regarding the extent to which the CSP and preceding CP supported the implementation of	2.2.1.1 Documentation describes WFP actions for contributing to humanitarian principles during Sulawesi response	<ul style="list-style-type: none"> <li>WFP annual country reports/standard project reports</li> <li>WFP internal reports</li> <li>Emergency response project proposals and coordination updates and Sitreps</li> <li>After action reports</li> </ul>	Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison

	<p>humanitarian principles during an emergency response and navigating any potential tensions with government actions within a capacity strengthening approach</p>	<p>2.2.1.2 WFP, Government and other key stakeholder perceptions regarding the WFP operationalization of humanitarian principles within emergency response as well as identification of potential future measures</p>	<ul style="list-style-type: none"> <li>External documents including, among others: HCT Sitreps Sulawesi response, BNPB Humanitarian Response Action Plan, National Logistics Cluster Workshop reports, Central Sulawesi Response Plan</li> </ul> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with government officials – MoSA, MoP, BNPB</p> <p>KIIs with international representatives – UNICEF, AHA Centre, OCHA</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Online survey with WFP and Government</p>	<p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>2.2.2 Protection</p>	<p>The extent to which protection of affected populations was integrated into CSP and preceding CP implementation – disaggregated by activity and strategic objective</p>	<p>2.2.2.1 Evidence in documentation citing protection measures – including data protection – of affected populations – disaggregated by activity and strategic objective</p> <p>2.2.2.2 WFP, Government, UNCT, and other key stakeholders perceive WFP to have integrated protection aspirations into CSP and CP actions – disaggregated by activity and strategic objective</p>	<ul style="list-style-type: none"> <li>CSP and CP programme design documents</li> <li>Activity workplans</li> <li>WFP annual country reports/standard project reports</li> <li>WFP internal reports</li> <li>Emergency response project proposals and coordination updates</li> <li>After action reports</li> </ul> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with government officials – MoSA, MoP, NDMA</p> <p>KIIs with international representatives – UNICEF, AHA Centre, OCHA</p> <p>Online survey with WFP and Government</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoEC, provincial education office (EO), district EO, subdistrict clinics, school management teams, parents</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

<p>2.2.3 Accountability to affected populations</p>	<p>The degree to which the principles of accountability to affected populations were considered and able to be integrated within the capacity strengthening framework of the CSP and preceding CP disaggregated by activity and strategic objective, including humanitarian response actions and future measures</p>	<p>2.2.3.1 Evidence in documentation citing accountability to affected population measures – including complaints mechanisms – if any – disaggregated by activity and strategic objective</p> <p>2.2.3.2 WFP, Government, UNCT, and other key stakeholders: i) perceive WFP to have integrated accountability to affected populations aspirations into CSP and CP actions – disaggregated by activity and strategic objective, ii) perceive WFP to have included humanitarian response measures within Sulawesi response and EPR, iii) can cite reflections for future measures for integrating accountability to affected populations within a CSP capacity-strengthening approach</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• WFP internal reports</li> <li>• Emergency response project proposals and coordination updates</li> <li>• After action reports</li> </ul> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with government officials – MoSA, MoP, BNPB</p> <p>KIIs with international representatives – UNICEF, AHA Centre, OCHA</p> <p>Online survey with Government and WFP</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (education) – MoE, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>2.2.4 Gender</p>	<p>The degree to which the principles of gender were considered and able to be integrated within the capacity-strengthening framework of the CSP and preceding CP and within support for activities (by strategic objective) and any humanitarian response</p>	<p>2.2.4.1 WFP gender and age marker scores and assessment – disaggregated by activity and objective</p> <p>2.2.4.2 Documentation in CSP and emergency response can show gender analysis undertaken during design phase or strategic review disaggregated by activity and objective</p> <p>2.2.4.3 Work plans describe how gender and age considerations shape activities and interventions – disaggregated by activity and objective</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• WFP internal reports – WFP Gender and Age Marker and WFP workplans</li> <li>• WFP Budget Report</li> <li>• Emergency response project proposals and coordination updates</li> <li>• After action reports</li> </ul> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>KIIs with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs with international representatives – UNICEF, AHA Centre, OCHA</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p> <p>Triangulation between data sources, data-collection</p>

		<p>2.2.4.4 Budget analysis shows resource allocation for gender sensitive programming - disaggregated by activity and objective</p> <p>2.2.4.5 WFP, Government, and other key stakeholders can cite: i) mechanisms by which WFP integrated gender-sensitivity into programming, partnerships and agreements - disaggregated by activity and objective; ii) future measures by which WFP can integrate gender-sensitivity into future programming, partnerships, or agreements within a CSP approach</p>	<p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoE, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>2.3 To what extent are the achievements of the CSP likely to be sustained (sustainability)</p>				
<p>2.3.1 Strategic integration</p>	<p>Assessing the extent to which CSP and preceding CP benefits are likely to be integrated and reflected in government policies and priorities, United Nations frameworks, and WFP corporate frameworks</p>	<p>2.3.1.1 Evidence in documentation of strategic integration of CSP objectives and activities to next RPJMN</p> <p>2.3.1.2 Evidence in documentation of CSP objectives and activities strategic integration into next strategic review recommendations, and capacity-strengthening corporate frameworks</p> <p>2.3.1.3 WFP, Government and UNCT stakeholders provide consensus perception of strategic integration of CSP objectives and activities to future Government of Indonesia, WFP, and UNCT priorities</p>	<ul style="list-style-type: none"> <li>• WFP CP and CSP documents</li> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• Indonesia Zero Hunger Review</li> <li>• Government policies, plans and programmes including, among others: i) National Medium-Term Development Plan (2015-2019), ii) Zero Hunger Strategic Review Indonesia, iii) Indonesia Master Plan Acceleration and Expansion of Economic Development (2011-2025); iv) Five-Year Strategic Plans of MoEC (2015-2019), MoUs and ProDocs for each activity, and so forth</li> </ul> <p>KIIs with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB Representatives</p> <p>KIIs with donor and United Nations peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison between WFP documentation and national policies and plans.</p> <p>Frequency analysis of online survey results for relevance</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

2.3.2 Resourcing	Assessing the extent to which resourcing for future government management is available from Government of Indonesia and sufficient	<p>2.3.2.1 Evidence in documentation of resourcing availability for Government of Indonesia management – disaggregated by activity and strategic objective</p> <p>2.3.2.2 WFP, Government, and other key stakeholders’ consensus perceptions regarding government capacity for resourcing availability – disaggregated by activity and strategic objective</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• WFP Financial Report and Funding Report</li> <li>• Government policy frameworks and programmes including Ministry of Foreign Affairs (MoFA) and Bappenas resourcing projections</li> </ul> <p>KIIs with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
2.3.3 Technical capacity development	Assessing the extent to which the technical capacity strengthening objectives have been achieved within the CSP and preceding CP among dimensions of: i) Individual; ii) institutional; and iii) enabling environment	<p>2.3.3.1 Evidence exists from documentation citing technical capacity achievements according to capacity-strengthening framework progress milestones for the three dimensions – disaggregated by activity and strategic objective</p> <p>2.3.3.2 WFP, Government, and other key stakeholders’ consensus perceptions regarding government capacity assessment according to three dimensions– disaggregated by activity and strategic objective</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• Capacity assessment mapping (By activity)</li> <li>• ProDocs and MoUs</li> <li>• After action report</li> <li>• Decentralized evaluations</li> </ul> <ul style="list-style-type: none"> <li>• Government Policy frameworks and programmes</li> <li>• WFP internal reports</li> <li>• WFP budget reports</li> </ul> <p>KIIs/MS/ oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/MS/ oral history with current and former WFP stakeholders – CD, DCD, Head of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoE, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>Document review using review tool to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants</p> <p>Frequency analysis of online survey results for relevance</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
2.3.4 Ownership	Exploring the extent to which there exists sufficient political will and ownership among	2.3.4.1 Evidence exists from documentation citing political will and ownership considerations compared against capacity strengthening	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• Capacity assessment mapping (By activity)</li> <li>• ProDocs and MoUs</li> <li>• Activity workplans</li> </ul>	Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison

	<p>Government to support targeted activities and programmes moving forward in food security analysis, nutrition, school meals, and emergency preparedness</p>	<p>framework progress milestones – disaggregated by activity and objective</p> <p>2.3.4.2 WFP, Government, and other key stakeholders’ consensus perceptions regarding government ownership and political will–disaggregated by activity and strategic objective</p>	<ul style="list-style-type: none"> <li>• After action report</li> <li>• Decentralized evaluations</li> <li>• Government policy frameworks and programmes</li> <li>• WFP internal reports</li> <li>• WFP funding reports</li> </ul> <p>KIIs with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoEC, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
2.3.5 Handover	<p>Exploring the extent to which exit strategies and plans have been established or actions taken based on plans and strategies for handover and transition</p> <p>The existence of exit strategies for the different activity components and measures planned to support the sustainability of the actions</p> <p>Stakeholder perceptions regarding potential measures for handover and transition</p>	<p>2.3.5.1 Documentation shows evidence of: i) the existence of an exit strategy, ii) actions that have been taken towards these exit strategies – disaggregated by activity, objective, and Government of Indonesia ministry or agency</p> <p>2.3.5.2 WFP, Government, and other key stakeholders can identify the defined exit strategies for WFP within the CSP and actions taken towards these exit strategies</p>	<ul style="list-style-type: none"> <li>• CP and CSP design documents</li> <li>• WFP annual country reports/standard project reports</li> <li>• Country Programme Action Plan (2016-2020)</li> <li>• Amendment to country programme action plan</li> <li>• ProDocs and MoUs</li> </ul> <p>KIIs with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Connectedness, Sustainability)				
2.4.1 Synergy in implementation	Exploring the extent to which the CSP and preceding CP facilitated the creation of strategic linkages among actors for humanitarian and development response including: i) resource mobilization; ii) policy advocacy; iii) emergency response; iv) technical capacity development	<p>2.4.1.1 Evidence exists in programme documentation citing opportunities for synergy in four dimensions including: i) resource mobilization; ii) policy advocacy; iii) emergency response; iv) technical capacity development – disaggregated by activity and objective</p> <p>2.4.1.2 Evidence exists in activity reports and action plans of intentional actions for synergy in four dimensions including: i) resource mobilization; ii) policy advocacy; iii) emergency response; iv) technical capacity development – disaggregated by activity and objective</p> <p>2.4.1.3 WFP, Government, and UNCT stakeholders can cite examples of strategic linkages between humanitarian, development and peace work</p>	<ul style="list-style-type: none"> <li>• CP and CSP design documents</li> <li>• WFP annual country reports/standard project reports</li> <li>• Country Programme Action Plan (2016-2020)</li> <li>• Amendment to country programme action plan</li> <li>• ProDocs and MoUs</li> <li>• Partnership agreements – Government, UNCT, and civil society</li> <li>• After action report</li> <li>• Decentralized evaluations</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p> <p>KIIs with donor and United Nations peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured literviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
2.4.2 Unintended effects and ad hoc efforts	Identifying the extent to which the CSP and preceding CP mechanism promulgated unintended effects and the flexibility to respond to emergent and ad hoc requests within the frame of the CSP – documentation and stakeholder perceptions	<p>2.4.2.1 Evidence exists in programme documentation identifying unintended effects and ad hoc responses - disaggregated by activity and objective</p> <p>2.4.2.2 WFP, Government, and UNCT stakeholders can cite examples of unintended effects and ad hoc responses to emergent requests within humanitarian, and development linkages</p>	<ul style="list-style-type: none"> <li>• CP and CSP design documents</li> <li>• WFP annual country reports/standard project reports</li> <li>• Country Programme Action Plan (2016-2020)</li> <li>• Amendment to country programme action plan</li> <li>• ProDocs and MoUs</li> <li>• Partnership agreements – Government, UNCT, and civil society</li> <li>• After action report</li> <li>• Decentralized evaluations</li> </ul> <p>KIIs/MSK with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/MSK with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB Representatives</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p>

			<p>KIIs with donor and UN peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoE, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<b>Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>				
<b>Dimensions of analysis</b>	<b>Lines of Inquiry or indicators as appropriate</b>		<b>Data source</b>	<b>Data-collection technique</b>
3.1 To what extent were outputs delivered within the intended timeframe? (Efficiency)				
3.1.1 Timeliness	<p>Assessing the extent to which planned activities and outputs were delivered within the intended time frame</p>	<p>3.1.1.1 Evidence in programme reports of timeliness - disaggregated by activity and strategic objective</p> <p>3.1.1.2 WFP and Government of Indonesia stakeholders provide consensus perceptions regarding the timeliness of activities delivered within the intended timeframe – disaggregated by activity, strategic objective and Government of Indonesia agency or ministry</p>	<ul style="list-style-type: none"> <li>• WFP annual country reports/standard project reports</li> <li>• WFP budget and financial reports</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
3.2 To what extent was coverage and targeting of interventions appropriate? (Coverage) <sup>6</sup>				
3.2.1 Targeting	<p>Exploring extent to which targeting of interventions within the CSP and CP utilized</p>	<p>3.2.1.1 Evidence in documentation of mapping data being used for targeting interventions – disaggregated by activity and strategic objective</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP annual country reports/standard project reports</li> <li>• Activity workplans</li> <li>• Country Programme Action Plan (2016-2020)</li> </ul>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p>

<sup>6</sup> For narrative coherence, EQ 3.2 is dealt with in report Section 2.3.

	justifiable methodology in targeting (such as VAM and other mapping data) for decision making	3.2.1.2 WFP and Government of Indonesia stakeholders provide consensus perceptions regarding the appropriateness of any targeting and coverage decisions within the frame of the CSP - disaggregated by activity, strategic objective and Government of Indonesia agency or ministry	<ul style="list-style-type: none"> <li>Amendment to country programme action plan</li> <li>ProDocs and MoUs</li> <li>Partnership agreements – Government, UNCT, and civil society</li> </ul> <p>KIIs/Ooal history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance? (Efficiency)				
3.3.1 Cost efficiency	Exploring the extent to which the CSP operated within a cost-efficient manner	<p>3.3.1.1 Existence of evidence showing how resources within the CSP and preceding CP were optimized for delivery of activities – disaggregated by activities and strategic objective</p> <p>3.3.1.2 Analysis of efficiency through comparison of planned vs. mobilized resources actually used within the CSP and preceding CP to determine resource mobilization efficiency</p> <p>3.3.1.3 Analysis of budget breakdown and the evolution of the direct support cost budget line within the CSP and preceding CP to determine degree of operational efficiency over time</p> <p>3.3.1.4 WFP and Government of Indonesia stakeholders’ consensus perceptions regarding the cost-efficiency of the CSP and the implementation of activities</p>	<ul style="list-style-type: none"> <li>CSP and CP design documents</li> <li>WFP annual country reports/standard project reports – narrative and financial report</li> <li>WFP budget and financial reports</li> <li>Resource mobilization reports and funding situation</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Data analysis of budget and resourcing data for comparison against targets in design documents</p> <p>Frequency analysis of online survey results for relevance</p> <p>Semi-structured interviews with key informants</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
3.4 To what extent were alternative, more cost-effective measures considered? (Efficiency)				

3.4.1 Alternative approaches	Assessing the extent to which the exploration of alternative approaches for cost effective measures were integrated into the CSP and CP programming	<p>3.4.1.1 Existence of evidence in documentation of the intentional exploration of alternative approaches for enhanced cost effectiveness – disaggregated by activity and objective</p> <p>3.4.1.2 WFP and Government of Indonesia stakeholders’ consensus perceptions regarding the exploration of alternative approaches for cost-effective measures</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP annual country reports/standard project reports – narrative and financial report</li> <li>• WFP budget, financial and funding reports</li> <li>• Activity workplans</li> <li>• CSP country programme action plan</li> <li>• Amendment to CSP country programme action plan</li> <li>• Resource mobilization reports and funding situation</li> <li>• WFP COMP</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Data analysis of budget and resourcing data for comparison against targets in design documents</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<b>Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?</b>				
<b>Dimensions of analysis</b>	<b>Lines of inquiry or indicators as appropriate</b>		<b>Data source</b>	<b>Data-collection technique</b>
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? (Relevance)				

4.1.1 Design analysis	<p>Exploring the extent to which existing evidence was integrated into the design process</p> <p>Existence of evidence regarding hunger challenges, food security and nutrition issues and emergency preparedness integrated into design document for the CSP and preceding CP</p> <p>Government and other key stakeholder perceptions regarding the use of existing evidence in CSP and preceding CP design</p>	<p>4.1.1.1 Evidence in CP and CSP documents referencing existing studies and evidence and presentation of rationale for design components – disaggregated by activity and objective</p> <p>4.1.1.2 WFP, Government and other key stakeholders hold consensus perception that available evidence was integrated into CSP and CP design</p>	<ul style="list-style-type: none"> <li>• 2014 WFP Indonesia Country Portfolio Evaluation</li> <li>• 2015 Zero Hunger Strategic Review</li> <li>• CSP and CP design documents</li> <li>• ProDocs and MoUs</li> <li>• External documents including, among others: i) 2015 - Summary of Indonesia's Poverty Analysis; ii) 2015 SABER Early Childhood Development Indonesia; iii) Towards comprehensive integrated social assistance system; iv) 2015 - SDGs Indicators and Data Mapping in Indonesia; v) 2015 - Women and Girls in Indonesia UNFPA; vi) 2016 - IFAD Indonesia Rural Empowerment and Agricultural Development; vii) MoSA inception report</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Efficiency, Sustainability)				
4.2.1 Resource mobilization	<p>Identifying the extent to which resource mobilization met CSP and preceding CP financing needs according to four dimensions: a) forecast; b) adaptiveness; c) barriers for resourcing; and d) CSP corporate systems and structures</p> <p>The extent to which the resource forecast was accurate for the CSP and preceding CP</p>	<p>4.2.1.1 Evidence in documentation of resource forecasting guiding CSP and CP designs – disaggregated by activity and strategic objective</p> <p>4.2.1.2 Evidence in documentation regarding actions taken to adapt to resource mobilization changes throughout the CSP and CP – disaggregated by activity and strategic objective</p> <p>4.2.1.3 Evidence in documentation referencing barriers for resourcing – disaggregated by CSP and CP</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• Country Programme Action Plan (2016-2020)</li> <li>• Amendment to country programme action plan.</li> <li>• WFP COMP</li> <li>• WFP annual country reports/standard project reports</li> <li>• WFP funding and resource data</li> <li>• CSP pilot evaluation</li> <li>• WFP budget and financial reports</li> </ul> <p>KIIs/oral History with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>KIIs with donor representatives – OFDA, DFAT, DFID</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Data analysis of resource mobilization data over CP and CSP period for identification of forecasts, achievements and sources of support</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types</p>

<p>disaggregated by activity and strategic objective</p> <p>Existence of evidence regarding adaptation of resource mobilization to respond to changing contexts within the CSP and preceding CP – documentation and stakeholder perceptions</p> <p>Existence of evidence regarding barriers – if any – to resource mobilization including international donors and Government of Indonesia commitments – documentation and stakeholder perceptions</p> <p>Perceptions of government and other key stakeholders regarding WFP mobilization potential and barriers within the CSP and preceding CP</p> <p>Perceptions of WFP stakeholders regarding new CSP budget structure and potential for flexible response to</p>	<p>4.2.1.4 Evidence in documentation regarding functioning of CSP finance and budget structure for adaptiveness and resourcing</p> <p>4.2.1.5 WFP, Government and donor stakeholders hold consensus perceptions on WFP capacity for resource mobilization according to four dimensions: a) forecast; b) adaptiveness; c) barriers for resourcing; and d) CSP corporate systems and structures - disaggregated by activity and objective</p>		<p>according to principles of iterative analysis (Patton, Annex 2.4)</p>
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	financing the CSP and preceding CP			
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Connectedness, Sustainability) <sup>7</sup>				
4.3.1 Partnerships	<p>Exploring the extent to which strategic decision-making influenced partnerships and collaborations on the dimensions of: i) opportunities, ii) outcomes, and iii) barriers to partnering</p> <p>Existence of evidence regarding strategic decision-making on partnerships for influencing performance within the CSP and preceding CP</p> <p>Perceptions of government and other key stakeholders regarding CSP and preceding CP quality of partnerships</p>	<p>4.3.1.1 Programme documentation shows evidence of strategic decision-making regarding partnerships disaggregated by type of partnership</p> <p>4.3.1.2 Programme documentation provides evidence of outcome of partnerships including effect on results disaggregated by type of partnership</p> <p>4.3.1.3 Programme documentation cites barriers to partnerships disaggregated by type of partnership within CSP framework</p> <p>4.3.1.4 Number of partnerships and coordinating mechanisms disaggregated by type of partnership of which WFP is a member or leader within the current CSP and preceding CP</p> <p>4.3.1.5 WFP, Government and other key stakeholder perceptions regarding WFP partnerships disaggregated by type of partnership within the CSP according to three dimensions: i) opportunities; ii) outcomes; and iii) barriers</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• Activity workplans</li> <li>• Country programme action plan</li> <li>• Amendment to Country Programme Action Plan</li> <li>• WFP COMP</li> <li>• WFP annual country reports/standard project reports</li> <li>• Partnership agreements</li> <li>• ProDocs and MoUs</li> <li>• After action report (Sulawesi)</li> <li>• External documents including, among others: MoSA inception report, PROGAS evaluation, and decentralized evaluations and reviews</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, NDMA, MoE, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p> <p>KIIs with donor, United Nations peer agencies, academia and private sector – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA, IPB (University), Cargill (private sector)</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Comparison analysis of partnership and coordination mechanism by logframe results CP 200914 and current CSP</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

<sup>7</sup> The is partly dealt with in report section 2.3.1.

4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results? (Efficiency, Effectiveness) <sup>8</sup>				
4.4.1	<p>Exploring the extent that the CSP structure enhanced flexibility in terms of: i) budget allocation flexibility; ii) emergent ad hoc requests; iii) activity synergy; and iv) flexibility in staffing</p> <p>Existence of evidence regarding structural factors in CSP and preceding CP programme that provided greater flexibility</p> <p>WFP stakeholder perceptions regarding CSP and preceding CP structural strengths and challenges for increased operational flexibility</p>	<p>4.4.1.1 Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and disaggregated by activity</p> <p>4.4.1.2 Evidence in documentation regarding reflections on CSP structure and implications for flexibility and actions – in general and – disaggregated by activity</p> <p>4.4.1.3 WFP, government and other key stakeholders hold consensus perception regarding CSP structure related to four dimensions: i) budget allocation flexibility; ii) emergent ad hoc requests; iii) activity synergy; and iv) flexibility in staffing</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP COMP</li> <li>• WFP annual country reports/standard project reports</li> <li>• CSP pilot evaluation</li> <li>• WFP CO Organigram</li> <li>• Country programme action plan</li> <li>• Amendment to country programme action plan</li> <li>• SMP evaluation</li> <li>• After action report</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
4.4.2	<p>Exploring the extent to which the capacity-strengthening framework and approach provides flexibility to respond to dynamic operational contexts and emergent needs – including humanitarian response</p>	<p>4.4.2.1 Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and disaggregated by activity</p> <p>4.4.2.2 Evidence in documentation regarding reflections on capacity-strengthening framework structure and implications for flexibility and actions – in general and –</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP COMP</li> <li>• WFP annual country reports/standard project reports</li> <li>• CSP pilot evaluation</li> <li>• WFP CO Organigram</li> <li>• Country programme action plan</li> <li>• Amendment to country programme action plan</li> <li>• SMP evaluation</li> <li>• After action report</li> <li>• WFP capacity-strengthening framework resources</li> </ul>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p>

<sup>8</sup> In the report, EQ4.4 is addressed under EQs 4.2, 4.3, (Section 2.4) and 3.1 (Section 2.3).

		<p>disaggregated by activity and humanitarian response</p> <p>4.4.2.3 Perceptions of WFP, government, and other key stakeholders regarding the strengths and challenges of a purely capacity-strengthening framework approach within a CSP and preceding CP</p>	<p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
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?				
4.5.1 Resource mobilization	<p>Exploring the extent to which various factors affected resource mobilization including, among others: i) capacity strengthening approach; ii) donor priorities in Indonesia; iii) Government of Indonesia regulatory structures; and iv) humanitarian response needs and coordination</p>	<p>4.5.1.1. Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and - disaggregated by activity</p> <p>4.5.1.2 Evidence in documentation regarding reflections on resource mobilization on four dimensions: i) capacity-strengthening approach; ii) donor priorities in Indonesia; iii) Government of Indonesia regulatory structures; and iv) humanitarian response needs and coordination – in general and disaggregated by activity and humanitarian response</p> <p>4.5.1.3 Perceptions of WFP, government, and other key stakeholders regarding the strengths and challenges for resource mobilization within a CSP framework including four dimensions: i) capacity-strengthening approach; ii) donor priorities in Indonesia; iii) Government of Indonesia regulatory structures; and iv) humanitarian response needs and coordination – disaggregated by activity and objective as necessary</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• COMP reports</li> <li>• WFP annual country reports/standard project reports</li> <li>• WFP internal reports</li> <li>• WFP financial and funding reports</li> <li>• Government of Indonesia Finance Policy documents</li> </ul> <p>KIIs/oral history with government officials – MoFA, MoP, MoSA, BNPB, BKP, MoA</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, RB representatives</p> <p>KIIs with donor and United Nations peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA</p>	<p>Document review using review tool (Annex 2.4) to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

<p>4.5.2 Turnover and transitions</p>	<p>Exploring the degree to which government stakeholder and internal WFP transitions affected achievement of results within the CSP and preceding CP</p> <p>Identifying the exploration and establishment of mitigation measures and strategies for reducing negative consequences of internal and external transitions</p>	<p>4.5.2.1 Evidence in documentation citation transition and turnover Government and WFP – disaggregated by activity and objective and ministry or agency</p> <p>4.5.2.2 Documentation citations regarding effects of government turnover and transitions – disaggregated by activity and objective and ministry or agency</p> <p>4.5.2.3 Evidence in documentation reporting mitigation measures taken in response to turnover and transitions that could impeded capacity-strengthening gains – disaggregated by activity and objective and ministry or agency</p> <p>4.5.2.4 WFP and government stakeholders hold consensus perception regarding the degree of transition and turnover, the effects of transition and turnover, and mitigation measures to reduce transition and turnover within CSP and associated actions</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• COMP Reports</li> <li>• WFP Organigram – 2016, 2017, 2018, 2019</li> <li>• WFP Annual Country Reports/Standard Project Reports</li> <li>• WFP Financial and Funding Report</li> <li>• After Action Review</li> <li>• ProDoc and MoUs</li> <li>• Amendments to Action Plans</li> <li>• Activity Action Plans</li> <li>• External documents including, among others: Progas evaluation, After action report, other decentralized evaluations</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH, Tagana</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoE, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Data analysis on transition and turnover numbers for CP and CSP</p> <p>Semi-structured Interviews with key informants</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>4.5.3 Appropriate role of WFP within capacity strengthening approach</p>	<p>Exploring the most appropriate manner of engagement within a capacity-strengthening approach in the Indonesia context including opportunities in three types of roles: leading, supporting and coordinating</p> <p>Exploring the most appropriate level of</p>	<p>4.5.3.1 Evidence in documentation citing the different types of role WFP has assumed during the CP and CSP: i) leading, ii) supporting, and iii) coordinating – disaggregated by activity, objective, and ministry or agency</p> <p>4.5.3.2 Evidence in documentation citing degree of investment in capacity strengthening by capacity strengthening framework levels: i)</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP COMP</li> <li>• WFP annual country reports/standard project reports</li> <li>• Partnership agreements</li> <li>• ProDocs and MoUs</li> <li>• WFP capacity-strengthening framework documents</li> <li>• Country programme action plans</li> <li>• Amendment to country programme action plan</li> <li>• After action report</li> <li>• CSP pilot evaluation</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Emergency Response Case Study</p> <p>School Meals Programme Case Study</p>

	<p>WFP engagement for a capacity-strengthening approach within the context of other actors and actions within the CSP and preceding CP:</p> <ul style="list-style-type: none"> <li>• Individual</li> <li>• Institutional</li> <li>• Enabling environment</li> </ul>	<p>individual, ii) institutional, and iii) enabling environment</p> <p>4.5.3.3 Evidence in documentation regarding stakeholder assessments on the appropriate role and level of engagement for WFP including, among others, partnership agreements, MoUs and ProDocs, UN strategic plans, and country programme action plans.</p> <p>4.5.3.4 WFP, Government, UNCT and other stakeholders hold consensus perceptions regarding most appropriate role for WFP within capacity strengthening related to type of role and level of capacity strengthening – disaggregated by activity, objective, and ministry or agency</p>	<p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>KIIs with donor and United Nations peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA</p> <p>Case study site visits and interviews – provincial DMA, district DMA, beneficiaries, logistics hub managers</p> <p>Case study site visits and interviews (Education) – MoEC, provincial EO, district EO, subdistrict clinics, school management teams, parents</p>	<p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>
<p>4.5.4 Advocacy influence</p>	<p>Exploring the potential, and use of, effective voice from WFP for affecting policy change within a capacity-strengthening framework within the CSP and preceding CP on five dimensions: i) resourcing; ii) partnerships and coordination; iii) technical skills; iv) operational processes and procedures; and v) evidence building</p>	<p>4.5.4.1 Evidence in documentation cites examples of effective use of voice for affecting policy change on one of five dimensions: i) resourcing; ii) partnerships and coordination; iii) technical skills; iv) operational processes and procedures; and v) evidence building – disaggregated by activity and objective</p> <p>4.5.4.2 WFP, government, and UNCT stakeholders hold consensus perceptions regarding WFP use of effective voice for affecting policy environment based on one of five approaches: i) resourcing; ii) partnerships and coordination; iii) technical skills; iv) operational processes and procedures; and v)</p>	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP COMP</li> <li>• WFP annual country reports/standard project reports</li> <li>• Partnership agreements</li> <li>• ProDocs and MoUs</li> <li>• WFP capacity-strengthening framework documents</li> <li>• Country programme action plans</li> <li>• Amendment to country programme action plan</li> <li>• After action report</li> <li>• CSP pilot evaluation</li> </ul> <p>KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH</p> <p>KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&amp;E, RB representatives</p> <p>Online survey with Government and WFP</p>	<p>Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)</p> <p>Frequency analysis of online survey results for relevance</p> <p>Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)</p>

		evidence building – disaggregated by activity and objective	KIIs with donor and United Nations peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA	
4.5.5 Government structures	Exploring the potential of the current national level capacity-strengthening approach to affect and influence multiple levels of government structures from the national level: <ul style="list-style-type: none"> <li>• Provincial</li> <li>• District</li> <li>• Subdistrict</li> </ul>	4.5.5.1 Evidence in documentation of effects on subnational government capacity through national level capacity-strengthening approach at provincial, district, and subdistrict level – disaggregated by capacity dimension (individual, institutional, and enabling environment), activity, and ministry or agency  4.5.5.2 Perceptions of government and other key stakeholders for optimal WFP approaches within the CSP, preceding CP, and future programming within capacity-strengthening framework to sustain capacity strengthening at subnational levels	<ul style="list-style-type: none"> <li>• CSP and CP design documents</li> <li>• WFP annual country reports/standard project reports</li> <li>• Logical framework indicator data</li> <li>• WFP capacity mapping exercises – by activity</li> <li>• After action reports</li> <li>• External documents including: external decentralized evaluations such as PROGAS, government inception reports, and online monitoring data</li> </ul> KIIs/oral history with government officials – MoSA, MoP, BNPB, MoEC, BKP, MoH  KIIs with subnational government officials –provincial and district equivalents of MoSA, MoE, BNPB, MoP  KIIs/oral history with current and former WFP stakeholders – CD, DCD, Heads of Activities, M&E, RB representatives, Head of Sub-Office  KIIs with donor and United Nations peer agencies – DFAT, OFDA, UNICEF, FAO, IFRC, UNDP, OCHA  Online survey with Government and WFP  Case study site visits and interviews – provincial BPBD, district BPBD, beneficiaries, logistics hub managers  Case study site visits and interviews (Education) – MoE, provincial EO, district EO, subdistrict clinics, school management teams, parents	Document review using review tool (Annex 2.4) to identify themes among documentation sources for comparison  Data analysis on transition and turnover numbers for CP and CSP  Semi-structured interviews with key informants with analysis via qualitative review tool (Annex 2.4)  Frequency analysis of online survey results for relevance  Emergency Response Case Study  School Meals Programme Case Study  Triangulation between data sources, data-collection techniques, and data types according to principles of iterative analysis (Patton, Annex 2.4)

# Annex 4: Findings to Recommendations Matrix

Table 4.1: Illustrations of linkages from findings to conclusions to recommendations

Findings >>>	Conclusions >>>	Recommendations
<p>The country strategic plan design is aligned with national policies and the United Nations frameworks in place at the time and is aligned with the relevant Sustainable Development Goals (SDGs) and relevant gender considerations.</p> <p>The country strategic plan is relevant and has evolved over time in a generally positive manner to adjust to emerging government priorities. However, the individual activities have had different degrees of success in adapting their strategic positions to changing priorities.</p> <ul style="list-style-type: none"> <li>For Activity 1 under Strategic Outcome 1, throughout the period of the country strategic plan, the strategic position of WFP remained mostly the same – but with an extended client base in the Government. There is a strong degree of consensus from government respondents that WFP work in vulnerability analysis and mapping was relevant and noted that they believed that WFP could play a continued strategic role in connecting agricultural, food security and nutrition data</li> <li>The country strategic plan nutrition strategic outcome activities did not adjust with the Government's prioritization to address stunting within the first 1,000 days</li> <li>For activity 3a, while the school meals programme is linked in the country strategic plan line of sight to nutrition, this was not the justification used by many proponents of the programming within the context</li> </ul>	<p>The country strategic plan is coherent with Government of Indonesia, United Nations and WFP strategic policies and priorities. The discrete country strategic plan activities are appropriate responses towards addressing the needs of the poor and most vulnerable people in Indonesia through country capacity-strengthening considering the Indonesian context. More importantly, the country strategic plan has the potential to shape the policy direction of the Government.</p> <p>WFP strategic positioning has been flexible in terms of responding to ad hoc requests and to adjustments. The positioning of a technical service provider with the Government has placed the onus on the Government to identify and request support, which limits the opportunity for WFP to engage proactively or strategically. This is further affected by the need to seek out grants for projects which are usually to fund technical product delivery.</p> <p>Over the course of the country strategic plan implementation, multiple new actions have been added under the country strategic plan umbrella, each with their own individual relationships to government ministries or agencies. These new activities have helped to expand the thematic reach of WFP and the scope of the programming. Individually, each of the new initiatives were appropriate and relevant. Collectively, they represent a broad array of specific relationships across the range of themes and ministries with subsequent challenges for investing the requisite policy role energy.</p>	<p><b>Recommendation 1: Recommended strategic directions</b></p> <p>Within 12 months: As part of the country strategic plan design and integrated into the strategic review process, the country office, with support from headquarters and the regional bureau in Bangkok, should consider the development of strategic directions to build on the successes of this country strategic plan activities, including by:</p> <ol style="list-style-type: none"> <li>continuing to emphasize the vulnerability analysis and mapping support through VAMPIRE and FSVA enhancements</li> <li>expanding emergency preparedness and response scope to include other forms of emergency preparedness and response support beyond logistics and supply chain (such as resilience villages, disaster committees, social protection programming in emergency, vulnerability analysis and mapping assessments, and so forth)</li> <li>prioritizing a multi-sectoral organizational objective targeting slow onset drought and climate change adaptation that could include food security forecasting, internally displaced person forecasting, social programming for internally displaced persons, and social programming in emergencies.</li> </ol>

<ul style="list-style-type: none"> <li>• For Activity 3b, The cost of diet study was one of the most appreciated studies produced by WFP and seen as one of the examples of how technical studies could contribute to policy within the right circumstances of a long-term and relational approach</li> <li>• In Activity 4, strategic positioning adaptation was extensive and reflects the centrality of emergency preparedness and response within government priorities. Activity 4 serves as an interesting example of the potential of the country strategic plan for flexible responsiveness and stakeholders within the Government of Indonesia see potential for WFP contributions in this dimension and an opportunity for increased future collaborations on emergency preparedness and response.</li> </ul> <p>A key product of this country strategic plan has been that WFP has built a wide range of diverse relationships with multiple government entities across both strategic and technical levels.</p> <p>WFP is viewed by government stakeholders as being well placed to play a convening and coordinating role to bring together different government ministries or agencies for common purpose. Even though the country strategic plan structure is intended to provide a more integrated programming and better coordination, different factors have created a tendency towards isolated activity implementation thereby reducing coordination.</p>	<p>There is potential for the country office to align the separate activities internally as well. The country strategic plan activities are associated with individual outputs, which in turn focus on a specific strategic objective. This creates a tendency towards compartmentalized implementation and inhibits multi-sectoral engagements. An integrated programmatic objective could have the potential to link vulnerability analysis and mapping, emergency preparedness and response, and social protection programming under a single umbrella.</p> <p>WFP is viewed as an organization with technical expertise in emergency response (especially logistics), and food security and nutrition data collection and analysis. The expansive nature of the requests for vulnerability analysis and mapping systems in food security and emergency preparedness and support beyond the original country strategic plan agreements suggests that government partners see potential for WFP to engage holistically with multiple sectors within these areas of expertise. The changes in perspectives and relationships for WFP after direct coordination of the Sulawesi response suggests that there may also still be a role for direct engagement to provide positive cascade effects to other areas of a country strategic plan even when focused solely on government capacity strengthening.</p>	<p>(Recommendation 2-v)</p> <p>190. 2-v) In-depth analysis of policy gap and reforms required by the Government to achieve SDG 2. The products may be a matrix/analysis of the policy and stakeholder landscape and/or a matrix on gaps – thematic, policy, or implementation guidelines, etc – within the legislative hierarchy.</p> <p>(Recommendation 1)</p> <p>i) Within 12 months: During the next country strategic plan design, given the positive cascade effects in WFP relationships during the Sulawesi response, the WFP country office, in collaboration with the Government, could consider in what manner it might be possible to integrate into the next country strategic plan a role for direct engagement in coordination in logistics, data collection, or another possible role that allows WFP to exercise its technical comparative advantages. This could be framed as part of a mentoring, coaching, or coordination integration that WFP could play within a sector.</p>
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<p>WFP is perceived by government respondents to have the best relationships with the technical or operational levels of Government. Stakeholders would prefer WFP to play a greater role in policy input and national discourse, but the structure of the country strategic plan and project-based resourcing limits the ability of the country office to play this role. The expectation that WFP should play more strategic roles came primarily from upper level government figures and more junior WFP national staff.</p> <p>WFP influence on national discourse and policy development has been limited due to structural and conceptual factors shaping its initial strategic positioning including an imprecise conceptualization of the legislative landscape and a policy input communication and engagement skillset among country office personnel. One of the implicit assumptions of the country capacity-strengthening approach was that the structures, frameworks, and staff capacities for policy analysis, communication, and engagement that were appropriate for direct assistance approaches would be sufficient for a CCS-focused country strategic plan.</p> <p>WFP underestimated the required strategic relationship building skills required in a CCS-focused country strategic plan approach to Government by all members of the organization. A CCS-focused country strategic plan in the configuration used in Indonesia requires multiple levels of WFP staff including junior levels to have skills in navigating policy discourse and development arenas and strategic communication.</p> <p>The country office has developed an extensive and diverse set of government relationships across and within multiple ministries, but WFP has not currently exercised the full potential of this network and the comparative advantages of WFP for coordination. Sustainability of government capacity and policies are most threatened by ownership/resourcing, personnel turnover, and decentralization. However, in the</p>	<p>The country strategic plan as a sole country capacity-strengthening approach was a relatively new type of programme for WFP and for the Government of Indonesia and the country strategic plan in Indonesia was one of the first to be designed under this format. The experiences of the country strategic plan highlight elements that should be adjusted to maximize the potential of this type of approach, including, among other things, funding, alignment with government systems, staffing, implementation of activities outside of a project frame, and the reporting system required to reflect gains within this type of engagement.</p> <p>The implication of this type of approach is a close engagement and alignment with government systems and processes as well as dependency on government financing for maintaining the country strategic plan – particularly the engagements and processes required that lie outside of the delivery of a specific technical product. One of the key conclusions from this evaluation is that country capacity-strengthening approaches in country strategic plans require substantive political astuteness and communications expertise across all levels of staffing and significant sensitivity to government processes and movements above and beyond solely having technical expertise in a particular field. The country office does not yet have current sufficient human resources invested in this policy input engagement to deliver nor are there sufficient corporate training mechanisms or resources for all the levels of staff in the country office to expand their capabilities in this regard.</p> <p>191. One of the key conclusions from this evaluation is that the country capacity-strengthening approach in the Indonesia country strategic plan will require substantial political astuteness and communications expertise across all levels of staffing and significant sensitivity to government processes and movements above and beyond technical expertise in a particular field. The introduction of the country strategic plan led to staff feeling that they had</p>	<p><b>Recommendation 2: Country capacity-strengthening approach and external relationships landscape analysis</b></p> <p>Within 12 months: During the next year as part of the country strategic plan design and perhaps integrated into the strategic review process, the country office, with support from headquarters and the regional bureau in Bangkok, should develop a systematic and in-depth analysis and review of its existing network of relationships within partner ministries and agencies. The organizing framework should involve:</p> <ul style="list-style-type: none"> <li>i. Identifying and mapping the respective interest groups and their positions, allies, and representatives in each of the targeted ministries and agencies</li> <li>ii. An assessment of the quality of the technical, operational, and strategic dimensions of relationships including gap analysis</li> <li>iii. A network analysis to identify points of intersection and collaboration</li> <li>iv. A gap analysis to identify new ministries or agencies or interests which are not yet within WFP relationships, but which should be.</li> </ul> <p><b>Recommendation 3: Country capacity strengthening and organizational adjustments</b></p> <p>Within 18 months: The WFP country office, with support from headquarters and the regional bureau in Bangkok, should consider additional office and human resource organizational modifications to maximize its potential for the policy input engagement including:</p> <ul style="list-style-type: none"> <li>v. The use of long-term service contracts or other contracting modality for increasing political communication and analysis experts</li> <li>vi. The creation of new job descriptions of capacity skillsets for integrating policy input engagement and communication skills across all levels</li> <li>vii. Re-training on policy input relationship skills for all staff</li> </ul>
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<p>context of the CCS-focused country strategic plan, the turnover of both WFP and government personnel created even greater challenges due to the highly relational nature of policy input and discourse.</p> <p>In the case of multi-sectoral programming at subnational levels, the involvement of the Ministry of Home Affairs (MoHA) is crucial but has been largely absent from WFP agreements.</p> <p>One important factor that respondents noted as under-recognized for successful implementation of this type of CCS-focused country strategic plan as how and where WFP agreements were reached with the Government for defining activity implementation. Signing the ProDocs with the line ministries limited the ability of WFP to foment strategic linkages between line ministries – because agreements were with one specific line ministry; and it reduced the ability of</p>	<p>not been sufficiently prepared for the shift in roles. The implications of this type of CCS-focused country strategic plan in Indonesia had not been fully identified prior to design, resulting in a staffing structure built for direct project implementation through grant funding that nonetheless had to transition toward greater strategic engagement and policy level discourse. WFP country office and government staff turnover further hampered the internal analysis and transitions required. In order to expand into these other roles and play a cross-functional country capacity-strengthening role in Indonesia, WFP may need to develop a different way of funding not tied to specific activities.</p> <p>Timing issues are serious and affect not only the delivery of planned outputs, but also the potential for collaboration and funding.</p> <p>192. While the country strategic plan is synchronized to the UNPDF/UNSDCF cycle, the lack of alignment with government workplans and budget calendars prevented WFP from maximizing its ability to influence national and ministerial policy or integrate with official planning, which is necessary for adequate alignment in activity implementation and cost sharing support. The flexibility of the CCS-focused country strategic plan allowed WFP to</p>	<ul style="list-style-type: none"> <li>viii. The establishment of a senior level policy input communication advisor role within the country office</li> <li>ix. Developing peer-to-peer horizontal learning groups between staff from WFP country offices that are involved in a CCS-focused country strategic plan</li> <li>x. The regional bureau in Bangkok considering developing a policy input communication advisor position at the regional bureau level to support programming related to these components (just as there are gender, nutrition, vulnerability analysis and mapping, and other advisors). This review could be supported by a review of all similar CCS-focused country strategic plan experiences in WFP to identify the range of potential roles expected of WFP personnel within a solely capacity-strengthening approach when partnering with the Government with a specific emphasis on the government landscape relationship and communication requirements in these roles.</li> </ul> <p><b>Recommendation 4: Country capacity strengthening and external agreements adjustments</b></p> <p>Within 6-12 months: The WFP country office, with support from headquarters and the regional bureau in Bangkok, should consult with relevant government entities regarding the operationalization of lessons learned from this CCS-focused country strategic plan for engaging better with the Government. This would include:</p> <ul style="list-style-type: none"> <li>i. Exploring opportunities for signing ProDocs at the level of Bappenas – especially for multi-sectoral activities</li> <li>ii. In order to aid in the development of cascade effects from national to subnational levels, the country office should establish relationships and agreements with the Ministry of Home Affairs for</li> </ul>
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<p>Bappenas to mandate coordination among the line ministries.</p>	<p>engage in spite of these constraints. Most of the important contributions by WFP were therefore in spaces “in between” government processes – such as budget adjustments, ad hoc requests, and so forth.</p> <p>193. The experiences of the country strategic plan highlight elements that should be adjusted to maximize the potential of this type of approach, including funding, alignment with government systems, staffing, implementation of activities outside of a project frame, official agreements with relevant government institutions, and a reporting system required to reflect gains within this type of engagement.</p>	<p>all activities – including the inclusion of MoHA in ProDocs signed at Bappenas level</p> <p>iii. Organizing a government collaboration process on identifying challenges to synchronization of workplans, budgeting, or resourcing systems and processes to allow for better integration and mitigate perceptions of mutual ad hoc requests.</p>
<p>The activities carried out within the country strategic plan evolved over time and it is important not only to capture the final numbers of outputs achieved, but also to portray the evolution of adjustments. All of the activities in the country strategic plan do address the needs of the most vulnerable within the parameters of a CCS-focused country strategic plan.</p> <p>The greatest contributions to capacity strengthening for the country strategic plan as a whole have been in the individual and institutional domains and in the two country capacity-strengthening pathways of i) stakeholder programme design, delivery, monitoring and evaluation; and ii) institutional effectiveness.</p> <p>The expansion of contributions beyond the originally described ProDocs is a positive testament to the flexibility of the country strategic plan to adapt over time.</p>	<p>194. As a result of these implicit barriers, multiple internal operational processes, and lack of a corporate performance framework to capture the investment and effort required for policy input and strategic relationship building, the country office’s visibility and its ability to carry out evidence-based reflection on strategic outcomes or inter-sectoral coordination against high level Strategic Development Goals was limited. Corporate guidelines on how to report country capacity-strengthening activities in country briefs or annual country reports did not exist at the time of design, leading to reduced visibility of the country office’s work. Subsequently, developed resources such as the country capacity-strengthening process milestones bridged this gap in future country strategic plans, but</p>	<p><b>Recommendation 5: Monitoring and evaluation for a CCS-focused country strategic plan approach</b></p> <p>Within the next 6-12 months: The country office, in collaboration with the regional bureau in Bangkok and headquarters, should consider piloting adjustments to the reporting and monitoring and evaluation to better capture the energy and time and achievements from political astuteness for communication engagement, and relationships. This may involve identifying appropriate indicators or formats that could be piloted in the next country strategic plan cycle. Steps to develop these indicators or reporting template may include:</p> <ul style="list-style-type: none"> <li>i. Document review of existing templates</li> <li>ii. Consultations and discussions with WFP personnel, including former leadership, to identify what is currently absent in the reporting, where time and energy is frequently allocated, and how to present adaptations and flexible response to emergent needs</li> </ul>

	<p>these were not available at the time of the country strategic plan design.</p>	<ul style="list-style-type: none"> <li>iii. Piloting of capacity-strengthening indicators recently developed by headquarters</li> <li>iv. Allocating a review and adjustment evaluation exercise after one year of piloting.</li> </ul>
<p>The application of a CCS-focused country strategic plan supporting the Government was still influenced by implicit assumptions built on direct assistance programming. The initial country strategic plan strategic positioning differs from the comparative advantages identified by respondents during the field phase on a few key points. The majority of government respondents also believed that, with the exception of technical expertise, WFP was not maximizing these comparative advantages. At the same time, WFP country office personnel interviews reflect dissatisfaction with the country strategic plan design process and express concern that the country strategic plan activities had been based too much on the existing projects from the direct assistance programming.</p> <p>Activity 4 has seen the most evolution and expansion during the current country strategic plan cycle of any of the activities. Initial WFP actions in this activity tended to be directed towards technical assistance to subnational trainings and visits to government field offices even though the initial government counterpart for this activity was to be the BNPB at national level.</p> <p>The Sulawesi response marked an unintentionally positive turning point in the activity engagements. Stakeholders across all levels and categories were uniformly positive regarding the WFP role of direct engagement through coordination of the international logistics role in the response.</p> <p>Private-sector partnerships have shown success in the country strategic plan and represent a possibility for future expansion in its next cycle. The school meals programme was among the most stable funded activity within the country strategic plan involving support from a private-sector partnership with Cargill.</p>	<p>WFP has contributed to the achievement of cross-cutting aims and WFP is seen as exerting its comparative advantage for technical contributions, particularly in food security and emergency response. WFP is seen as having better technical relationships than the higher-level strategic relationships. There is potential for WFP to further maximize its comparative advantages in bringing in international knowledge and best practices and engaging in a coordination and convening role. This is limited to some extent by the funding and staffing modalities currently used.</p> <p>Sustainability of gains will be based on government management and commitment as these are government programmes that WFP is supporting. The governmental institutional systems and programmes supported are likely to be sustained, however frequent turnover in government personnel presents sustainability challenges for individual capacity. There is still a significant interest from the Government for continuing WFP support in the coming cycle.</p>	<p><b>Recommendation 6: Coordination roles</b></p> <p>Within 18 months: To build on WFP comparative advantages, during the next country strategic plan design, the country office, with support from the regional bureau in Bangkok, should consider mechanisms or arrangements that highlight the potential convening and coordinating roles WFP could play and should better take advantage of existing global WFP knowledge management to inform national capacity strengthening. This should include a suite of interventions including:</p> <ul style="list-style-type: none"> <li>i. Increased participation in (and convocation of) working groups and clusters</li> <li>ii. Creating (with support from the regional bureau in Bangkok and headquarters) horizontal peer-to-peer WFP working groups connecting technical and operational staff across similar country contexts for sharing lessons learned</li> <li>iii. Contracting and maintaining higher -evel positions with significant levels of technical and strategic expertise.</li> </ul>

<p>At first glance, the country strategic plan resourcing levels would not seem historically atypical. Three factors played a role in why this situation was seen as an atypical crisis: i) forecasting, ii) expectations, and iii) donor reductions.</p> <p>Significant time and energy were devoted to addressing funding limitations and seeking alternative funding and significant adjustments were made to structure and directions.</p> <p>Country strategic plan budget flexibility allows for relatively good cost efficiency and flexibility except for earmarked fund or for moving funds between activities.</p> <p>The country strategic plan challenges for resource mobilization led to allocation and structure decisions prioritizing grant-seeking behaviour and emphasizing the production of technical activities, which led to unintended consequences for policy discourse. Existing WFP corporate mechanisms and existing donor interests for financing do not fit well with a CCS-focused country strategic plan situation such as found in Indonesia, which has to focus on opportunistic and long-term policy input for development and implementation discourse. In order to expand into these other roles in a CCS-focused country strategic plan such as it is operationalized in Indonesia, WFP may need to develop a different way of funding not tied to any activities in order to play a cross-functional country capacity-strengthening role.</p> <p>The country strategic plan has been timely within its operating parameters. Responsiveness has been slower but adequate and generally well received. However, learning how to time processes to align with Government within a CCS-focused country strategic plan has been a significant challenge. The alignment of timing is a significant factor beyond just resource mobilization.</p>	<p>As a country strategic plan focused on capacity strengthening, the entire budget is relatively small compared to the previous country programme (CP 200245). The country capacity strengthening approaches have the potential to be cost-efficient in terms of number of persons impacted per unit through the potential cascade effect of supported government programmes. The country strategic plan has struggled with obtaining the necessary financing to manage this type of programme, resulting in multiple cost-adjustment measures, which have had an effect on the composition of staff and programme focus. This in turn has minimized the potential of WFP to expand the necessary policy influence communication skills and high-level technical expertise required for policy development. The country office therefore finds itself in a position where the most important elements of sustaining the CCS-focused country strategic plan are the least able to be sustainably funded.</p> <p>195. In terms of coverage and targeting, approaches predicated on support to existing government programmes presents a different time scale from direct project implementation. WFP has been able to contribute input on adjustments to social programmes and food security budget allocations and policy adjustments that have improved coverage of vulnerable and food-insecure populations. The exact degree of contribution cannot be quantified but has been positive and is reflected in the broader positive shifts in higher-level food security and nutrition indicators. Timing issues are serious and affect not only the delivery of planned outputs, but also the potential for collaboration and funding.</p>	<p><b>Recommendation 7: Resourcing</b></p> <p>Next six months: Given the importance of government funding for future country strategic plan work in the country, prior to the next country strategic plan cycle the WFP country office, with support from WFP headquarters and the regional bureau in Bangkok, should explore identifying a structured set of procedural guidance for securing government funding within a CCS-focused country strategic plan. This latter may involve the development of a lessons learned exercise integrating:</p> <ul style="list-style-type: none"> <li>i. Multi-country lessons learned review of WFP experiences with government financing including an in-depth analysis of policy structures, budgeting framework, and timing mechanisms that may present barriers to implementation</li> <li>ii. Convening peer exchanges for WFP staff from similar capacity-strengthening country offices for horizontal learning</li> <li>iii. Convening a multi-government stakeholder conference from multiple countries to assess challenges and opportunities for this type of WFP relationship.</li> </ul>
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<p>Solutions to accessing government financing will be strategically important for the next country strategic plan. There is no clear single barrier identified, but one important factor is that the WFP calendar is not well adapted to be able to access government funding.</p>		
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# Annex 5: List of Persons Interviewed

**NOTE:** The inception report had planned for interviews with 51 government stakeholders, 28 WFP stakeholders, and 19 stakeholders from multi-laterals and regional entities as well as representatives from beneficiaries and affected populations at the subnational level.<sup>1</sup> The planned numbers were close to the actuals with 9 fewer government representatives in Jakarta and 11 more respondents from non-government organizations/multi-laterals/civil society organizations, as summarized below.

	Inception mission			Field mission					Total <sup>2</sup>			
	M	W	Total	W (%)	M	W	Total	W (%)	M	W	Total	W (%)
WFP	4	9	13	71%	12	18	30	60%	12	18	30	60%
Government	11	5	16	31%	32	10	42	24%	34	19	53	36%
Donors	2	3	5	60%	3	1	4	25%	4	4	8	50%
NGOs	2	2	4	50%	10	4	14	29%	12	6	18	33%
Other United Nations	0	0	0	0	3	10	13	77%	3	10	13	77%
Case study	0	0	0	0	34	50	84	60%	34	50	84	60%
<b>Total</b>	<b>18</b>	<b>20</b>	<b>38</b>	<b>53%</b>	<b>94</b>	<b>94</b>	<b>187</b>	<b>50%</b>	<b>99</b>	<b>107</b>	<b>206</b>	<b>52%</b>

M = Men W=women W (%) = percentage of women in total interviewees

## 5.1 INCEPTION MISSION INTERVIEWS

WFP Indonesia country office and regional bureau (names in alphabetical order)		
Name	Institution	Position
Agung Tri Wahuntog,	WFP CO Jakarta	Consultant, Retired from MoEC
Anthea Webb	WFP CO Jakarta	Country Director
Benny Istanto,	WFP CO Jakarta	Acting Head of VAM
Christa Raeder	WFP CO Jakarta (incoming)	Incoming Country Director (skype)
Diana Syafitri,	WFP CO Jakarta	Monitoring and Evaluation Officer
Diandra Pratami	WFP CO Jakarta	Government Partnership Officer
Iksahuddin	WFP CO Jakarta	Logistic Officer
James Kigori	WFP RBB	Nutrition Focal Point Regional Bureau (skype)
Katarina Kohutova	(former) WFP CO Jakarta	Former Head of VAM (skype)
Nikendarti Gandini	WFP CO Jakarta	Head of Social Protection
Melisa Melayansari	WFP CO Jakarta	Head of Business Support
Mia Chrisyanti	WFP CO Jakarta	Head of Emergency Preparedness and Response
Peter Holtsberg,	WFP CO Jakarta	Deputy Country Director
Warizmi Wafiq	WFP CO Jakarta	Vulnerability Analysis Mapping Staff
Government of Indonesia (names in alphabetical order)		
Name	Institution	Position
Dr. Andriko Noto Sutanto	Food Security Agency	Head of Centre of Food Availability and Food Insecurity
Dodo Gunawan		Meteorology, Climatology and Geophysics Agency
James Modouw	Ministry of Education and Culture	Policy Analyst Advisor
Tetri Darwis	Ministry of Social Affairs	Head of Sub-Directorate Preparedness and Mitigation
Dr. Tono	Food Security Agency	Head of Division on Food Resources
Dr. Rachmi Widiarini	Food Security Agency	Head of Division of Food Availability
Yadi	Ministry of Social Affairs	Programme Planner
Nelwan Harahap	Coordinating Ministry of Human Development and Cultural Affairs	Assistant Deputy Emergency Recovery, Acting Assistant Deputy Emergency Response,

<sup>1</sup> Subnational level is the term used in Indonesia to refer to provincial, district, subdistrict, and village/school levels outside of Jakarta.

<sup>2</sup> When the same person was interviewed in both the inception and field mission phases, they are not double counted in the final total.

Linda N	Coordinating Ministry of Human Development and Cultural Affairs	Head of Internally Displaced Person Management
Hery W	Coordinating Ministry of Human Development and Cultural Affairs	
Hotman Sihik	Coordinating Ministry of Human Development and Cultural Affairs	
Kusuma Pata	Coordinating Ministry of Human Development and Cultural Affairs	
Mohammad Fani Fakhur	Coordinating Ministry of Human Development and Cultural Affairs	
R Sigit Aji	Coordinating Ministry of Human Development and Cultural Affairs	
Surya	Coordinating Ministry of Human Development and Cultural Affairs	
Yisnia Sopiani Karrang	Coordinating Ministry of Human Development and Cultural Affairs	
<b>Donors (names in alphabetical order)</b>		
<b>Name</b>	<b>Institution</b>	<b>Position</b>
Henry Pirade	Embassy of the Commonwealth of Australia	(Humanitarian Response) Department of Foreign Affairs and Trade
Jo Pringles	Embassy of the Commonwealth of Australia	Social Protection, Department of Foreign Affairs and Trade
Kate Snowbal	Embassy of the Commonwealth of Australia	Rural Development and Climate Change, Department of Foreign Affairs and Trade
Lulu Wardhani	Embassy of the Commonwealth of Australia	Rural Development and Climate Change, Department of Foreign Affairs and Trade
Yusak Oppusunggu	Embassy of the United States of America	Programme Specialist Environment Office. Office of U.S. Foreign Disaster Assistance
<b>Non-government national partners (names in alphabetical order)</b>		
<b>Name</b>	<b>Institution</b>	<b>Position</b>
Professor Ir Ahmad Sulaeman	Bogor Agriculture Institute	MS, Department Community Nutrition, Faculty of Human Ecology
Augustina Tnunay	ASEAN Coordinating Centre for Humanitarian Assistance	Preparedness and Response office (Logistics)
Dr. Ike	Bogor Agriculture Institute	Department Community Nutrition, Faculty of Human Ecology
Widjatanti Isdijoso,	SMERU Institute	Deputy Director of Research and Outreach

## 5.2 FIELD MISSION INTERVIEWS: WFP

Name	Institution	Position
Christa Raeder	WFP CO Jakarta	Country Director
Peter Holtsberg	WFP CO Jakarta	Deputy Country Director
Dageng Liu	WFP Timor	Former Deputy Country Director CO Indonesia
Diana Syafitri	WFP CO Jakarta	M&E Officer
Melissa Melayansari	WFP CO Jakarta	Head of Business Support
Christine Marnala	WFP CO Jakarta	Finance Officer
Yayuk Prastiwi	WFP CO Jakarta	Government Partnerships Officer
Diandra Pratami	UNRCO	Former Government Partnership Officer
Saidamon Bodamaev	WFP CO Jakarta	Activity 1 Manager
Katarina Kohutova	(former) WFP CO Jakarta	Former Head of Activity 1
Benny Istanto	WFP CO Jakarta	Activity 1 Team Members
Warizmi Wafiq	WFP CO Jakarta	
Alika Tuwo	WFP CO Jakarta	
Yunita Awalia	WFP CO Jakarta	
Nikendarti Gandini	WFP CO Jakarta	Activity 3a Manager
Agung Tri Wayhuti	WFP CO Jakarta	Education Expert
Tania Thenu Barendz	WFP CO Jakarta	

Jeffry Pupella	WFP CO Jakarta	Activity 3a Team Members
Yusmanetti Sari	WFP CO Jakarta	
Ina Herawati	WFP CO Jakarta	
Mia Chrisyanti	WFP CO Jakarta	Activity 3b & 4 Manager
Ikhsanuddin	WFP CO Jakarta	Activity 4 Team Membrs
Erik Nugroho	WFP CO Jakarta	
Theresia Laura	WFP CO Jakarta	
Nunuk Supraptinah	WFP Subnational	Kupang, NTT
Sumiaty	WFP Subnational	Pidie, Aceh
Anthea Webb	WFP RBB	Deputy Regional Director, Country Director until July 2019
Peter Schaller	WFP RBB	Senior Logistics Officer
Aaron Holmes	WFP RBB	Safety Nets Staff
James Kingori	WFP RBB	Nutrition Focal Point (interviewed by Skype in inception mission as well)

### 5.3 FIELD MISSION INTERVIEWS: GOVERNMENT OF INDONESIA

Name	Institution	Position
Enda Ginting	Office of President	Assistant Deputy for Analysis and Oversight of Priority Programmes
Sudarno Sumarto	Office of Vice President	TNP2K (National Team for the Acceleration of Poverty Reduction) – Policy Advisor
Rd. Siliwanti	National Development Planning Agency (Bappenas)	Director Multilateral Funding
Zainal Arifin		Head of Sub Directorate Multilateral Funding I (UN & Global)
Rosianna		Staff Sub Director Multilateral Funding I
Jarot Indarto		Deputy Director of Community Nutrition
Amich Alhumami		Director for Education and Religion
Vivi Andriani		Deputy Director for Primary and Secondary Education
Ayu Eka		Technical Level Staff
Vivi Yulaswati		Director for Poverty Reduction and Social Welfare
Thas Saralah		SDG Secretariat
Nelwan Harahap	Coordinating Ministry of Human Development and Culture (PMK)	Assistant Deputy for Emergency Recovery/Acting Emergency Response
Abdi Rizal		Head of International Cooperation
Rachmi Widiriani	Food Security Agency (BKP)	Head of Food Availability
Tono		Head of Food Resource - Subfields
Adi Ripaldi	Meteorology, Climate, and Geophysics Agency (BMKG)	Centre of Climatology Staff
Anni Arumsari Fitriany		Head of Division for Cooperation
Doddy Izwardy	Ministry of Health	Former Director of Community Nutrition
Wara Pertiwi		Head of Sub Directorate School-Age Children and Adolescent Health
Weni Kususmaningrum		Staff of Sub Directorate School-Age Children and Adolescent Health
Widyawati Garini		Sub Directorate of Health Promotion Resources
James Modouw	Ministry of Education and Culture	Ministry Expert for Central and Local Relation
Bambang Hadi Waluyo		Head of Institutional and School Facilities Division
Arwan Syarief		Head of School Facilities Section
Veronica Malessy		Staff at Technical Level for Progas
Haerotunisa		Staff at Technical Level for Progas
Andi Zainal	Ministry of Social Affairs	Director General for Poverty Reduction
Rachmad Koesnadi		Director of Social Rehabilitation for Disable
Muhammad Tahir		Head of Sub Directorate Resource - Family Social Security Directorate
Adhy Karyono		Head of Planning Bureau

Ni Masjitoh (Tetrie)		Deputy Director for Preparedness & Mitigation at Social Protection for Natural Disaster Victims (PSKBA)
Yadi		Programme Planner
Dody Ruswandi	National Disaster Management Agency (BNPB)	W1 Ahli Pusdiklat/Formor Sestama
Prasinta Dewi		Director of Logistics
Prastanto Darsanto		Staff for Equipment
Ari		Staff for Equipment
Medi Herlianto		Director for Emergency Facilities
Ayu Sekarsari		Staff for Legal and Cooperation
Sri Widiastuti		Deputy for Logistics
Ayu Sekarsari		Staff for Legal and Cooperation
Frederick Koli		BAPPELITBANGDA (Provincial Planning, Research and Development Agency) NTT
Dominikus Minggu	Health Office NTT	Head of Provincial Health Office NTT

## 5.4 FIELD MISSION INTERVIEWS: UNITED NATIONS AGENCIES AND MULTI-LATERALS

Name	Institution	Position
Agustina Tnunay	AHA Centre	Preparedness and Response Officer (Logistics)
Stephen Rudgard	FAO	Country Representative
Lina Rospita		Data Analyst
Victoria Saiz-Omenaca	OCHA	Country Representative
Titi Moektijasih		Staff at Technical Level
Debora Comini	UNICEF	Country Representative
Diandra Pratami	UNRC	
Derval Usher	PulseLab	Director
Reza		Full Stack Developer
Annisa		Data Analyst
Elvina Karyadi	World Bank	Senior Health Specialist
Elviyanti Martini		Senior Consultant - Nutrition
Changqing Sun		Social Protection/Cash Vouchers Staff

## 5.5 FIELD MISSION INTERVIEWS: NON-GOVERNMENT STAKEHOLDERS

Name	Institution	Position
Rizaldi Boer	CCROM (Centre for Climate Risk and Opportunity Management in Southeast Asia Pacific) - VAMPIRE/ Bulletin advisor	Director CCROM-SEAP
Bustanul Arifin	UNILA (University of Lampung) / INDEF (Institute for Development of Economics and Finance)	Technical Leader Food Consumption Modelling Study
Drajat Martianto	IPB (Agricultural University Bogor)	
Meili Narti	OXFAM	Former Emergency Food Security and Livelihood Focal Point
Puspasari Indra	WVI ( World Vision International)	Global Cash and Market Based Programming Advisor
Agung Baskoro	Cargill	Corporate Responsibility & Sustainable Development Manager
Tia Kurniawan	PMI	Head of Facility and Infrastructure Bureau
Masfuri		Head of Posko

Byron Nonato	IFRC	PMER Delegate Central Sulawesi Earthquake & Tsunami Operations
Rad Al Hadid		Operations Manager for Sulawesi and Lombok Operations
Iman Gandi	ALFI (Logistics and Forwarders Association)	
Surya Rahman M	HFI (Humanitarian Forum Indonesia)	Executive Director
Dear Nugra B Sinandang		Communication & Partnership Manager
Widowati		Programme Manager

## 5.6 FIELD MISSION INTERVIEWS: DONORS

Name	Institution	Position
Henry Pirade	Embassy of the Commonwealth of Australia	Programme Manager - Humanitarian Response
Gloriani Panjaitan		Senior Programme Manager (Humanitarian)
Harlan Hale	OFDA, Embassy of the United States of America	Regional Advisor

## 5.7 FIELD MISSION INTERVIEWS: CASE STUDIES<sup>3</sup>

SMP			
District	Women	Men	Total
Belu	11	4	15
Kupang	8	7	15
Pidie	18	5	23
<b>Total</b>	<b>37</b>	<b>16</b>	<b>53</b>
Sulawesi			
Palu	13	18	31
<b>Total All</b>	<b>50</b>	<b>34</b>	<b>84</b>

<sup>3</sup> Jakarta respondents in the case study were interviewed by the core evaluation team and are part of the 3.1, 3.2, and 3.3 tables.

# Annex 6: Data-Collection Mission Calendar and Map

1. The country strategic plan evaluation was primarily based in Jakarta due to the nature of the country strategic plan national approach. However, one field visit was made to the sub-office in Kupang to interview WFP and Government of Indonesia officials at the subnational level. In addition, the two case studies visited selected sites in Sulawesi, NTT, and Banda Aceh as part of field level data collection. In the map below, the brown arrows show the locations the core evaluation team members visited. Purple arrows are related to the school meals programme case study and the yellow arrows to the Sulawesi response case study. The field schedule below reflects the work of the core evaluation team. The case study researchers operated on different calendars not reflected here.

## 6.1 MAP OF SITE VISITS



Source: Nations Online Project - [https://www.nationsonline.org/oneWorld/map/indonesia\\_map.htm](https://www.nationsonline.org/oneWorld/map/indonesia_map.htm)

Colour	Activity
Brown	Core evaluation team visits
Yellow	Sulawesi response case study visits
Purple	Progas school meals case study visits

## 6.2 CALENDAR OF SITE VISITS

	Sunday	Monday	Tuesday	Weds	Thursday	Friday	Saturday
<b>August</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>
Evaluation team							
Evaluation team							
Case study SMP							
Case study Sulawesi Response							
<b>August</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>
Evaluation team							
Evaluation team							
Case study SMP					Training by senior evaluator on protocols and guides		
Case study Sulawesi Response <sup>1</sup>							
<b>August</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>
Evaluation team	Evaluation team arrival	Jakarta	Jakarta	Jakarta	Jakarta	Jakarta	Review data
Evaluation team		Jakarta	Jakarta	Jakarta	Jakarta	Jakarta	Review data
Case study SMP	Field Visits School Meals						
Case study Sulawesi Response	Field visits Sulawesi Response						
<b>September</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Evaluation team	Travel Kupang	Kupang	Return Jakarta	Jakarta	Jakarta	Jakarta	Data analysis
Evaluation team	Review data	Jakarta	Jakarta	Jakarta	Jakarta	Jakarta	Data analysis
Case study SMP	Field visits school meals programme				Report writing		
Case study Sulawesi Response					Report writing		
<b>September</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
Evaluation team	Data analysis	Exit briefing					
Evaluation team	Data analysis	Evaluation team departure					

<sup>1</sup> Only three consecutive days were required for the Sulawesi stakeholder interviews (most of the stakeholders involved are located in Jakarta and were interviewed by the evaluation team members in the course of their ongoing key informant interviews) but additional time was taken for travel and delays in meetings.

## 6.3 UPDATED CALENDAR – FULL EVALUATION PROCESS – AS OF SEPTEMBER 2019

Phases, Deliverables and Timeline		Key Dates
<b>Phase 1 - Preparation</b>		
<b>Phase 2 - Inception phase</b>		
	HQ briefings (team leader)	17-19 June
	Inception mission in the country	23-29 June
	Submission of draft inception report to evaluation manager	15 July 2019
	Office of Evaluation quality assurance	15-19 July 2019
	Submit revised inception report	26 July 2019
	Inception report review and clearance by evaluation manager	29 July – 2 August
	Inception report review and clearance by Office of Evaluation/Director of Evaluation	5-9 August
	Evaluation manager circulates final inception report to WFP key stakeholders	12 August
<b>Phase 3 - Data collection</b>		
	Field mission and ongoing desk review	26 Aug. – 9 Sept. <sup>1</sup>
	Evaluation team data analysis workshop and conclusions building (evaluation team only)	7-8 September
	Exit debrief (powerpoint)	9 September
	Debriefing with country office, the regional bureau in Bangkok and headquarters	20 September
<b>Phase 4 - Reporting</b>		
	Draft 0 evaluation report	23 October 2019
	Office of Evaluation feedback sent to team leader	31 October 2019
	Draft 1 evaluation report	8 November 2019
	Office of Evaluation quality check	11-15 November 2019
	Office of Evaluation/Director of Evaluation clearance	18-27 November 2019
	Office of Evaluation shares evaluation report draft 1 with WFP stakeholders	28 Nov. – 12 Dec. 2019
	Learning workshop within multi-exercise event organized by country office	16-18 December 2019
	Consolidated comments shared with team leader	24 January 2020
	Draft 2 evaluation report	13 February 2020
	Office of Evaluation review	5 March 2020
	Draft 3 (final) evaluation report	19 March 2020
	Review draft 3	31 March 2020
	Office of Evaluation/ Director of Evaluation approval	31 March 2020
	Evaluation manager drafts summary evaluation report (SER)	31 March 2020
	Finalization of summary evaluation report	15 April 2020
<b>Phase 5 - Executive Board (EB) and follow-up</b>		
	Office of Evaluation submits summary evaluation report to Performance Management and Reporting Division and to Executive Board Secretariat	April 2020
	Presentation of summary evaluation report and management response to Executive Board	November 2020

<sup>1</sup> For international consultants and other core evaluation team members.

# Annex 7 : Case Study Summaries

## 7.1 SULAWESI RESPONSE CASE STUDY SUMMARY

The case of the Central Sulawesi response represented an important shift in the role of WFP in Indonesia related to emergency preparedness and response. Since the 2004 humanitarian response to the tsunami in Banda Aceh, the Government of Indonesia had excluded international agencies from directly intervening in disaster response. Agencies such as WFP had provided support in the form of technical assistance, but no personnel or aid from international agencies were involved in the field level response activities. For the past two decades, all field level response have been handled primarily by the Ministry of Social Affairs, the National Disaster Management Agency, and the Indonesia Red Cross with support from other Indonesian actors, including businesses and national non-governmental organizations.

In 2018, Indonesia was hit with two major disasters within a short period of time. In August, the Lombok earthquake occurred. Shortly after, while the Lombok response was still ongoing, in September, the Central Sulawesi tsunami occurred. The Government of Indonesia's disaster response resources had already been stretched by the Lombok response, leading the Government to request, for the first time since 2004, international support for the Sulawesi response. One factor that facilitated this request was the newly established presence of the Association of Southeast Asian Nations (ASEAN) Coordinating Centre for Humanitarian Assistance – based in Jakarta – of which Indonesia was a key member.

ASEAN was the overall coordination body for the response. The role of WFP within the response was to take the lead on coordinating the logistics for the receipt and distribution of the international material assistance. Due to certain requirements, only Indonesian citizens were allowed to be in the field phase. The WFP country office mobilized the national staff in Jakarta for surge deployment to Palu and the major port receiving assistance in Balikpapan. WFP also mobilized and surged Indonesian citizens working in other country offices to assist in the field level response.

WFP staff supported overcoming logistical hurdles in communication, coordination, capacity and transport, including: facilitating the transportation and dissemination of material aid arriving in Balikpapan port across the Makassar Strait (several hundred kilometres distant from Palu) to affected persons in Sulawesi; managing competing logistical mandates from multiple stakeholders; strengthening the capacity of local districts to be able to sustain the support; and supporting processes to identify who were the most vulnerable and needing aid. Thus, WFP had four major sub-roles – logistics (warehousing, mapping, trucks and equipment); coordination (meeting facilitation, organizing, timing); capacity building (training local stakeholders, developing technical guidance); and vulnerability mapping (database for tracking affected populations, food market survey). WFP also played a role in the newly re-activated logistics cluster and provided material aid in the form of trucks, heavy equipment, and warehouses.

WFP was nearly universally praised for its direct assistance efforts within the overall Sulawesi response. Stakeholders perceived WFP to be professional and knowledgeable about the technical skills required for managing the distribution of aid through the entire chain of support. Respondents highlighted WFP capacity to lead the coordination of the logistics sub-cluster and navigate potentially difficult multiple mandates of different actors. All actors, including affected populations, affirmed that WFP was visible and active in Palu as well as accessible. Even though much of the work carried out by WFP was behind the scenes, the reported timeliness, coverage, and quality of delivery to affected populations suggests a positive contribution to the direct assistance. Further, WFP contributions in the food market survey were seen as an important resource for the Government to control inflation in local markets during the response.

There were two important cascade effects from WFP work in this response.

First, the response work highlighted a gap in the district governments, which lacked the appropriate guidance to manage responses. There are two types of guidance required for local authorities to be able to carry out policy. The first is technical guidance – providing a description of standards and concepts. The second is implementation guidance – providing a set of mandated steps for authorities to follow including

criteria for inclusion, options for support, and so forth. Respondents reported that there were technical guidances available for local authorities, but local officials claimed that they did not have the implementation guidance required to manage the response.

Second, due to a number of historical factors, there have been ambiguous and overlapping mandates between different agencies and actors in the Government of Indonesia regarding respective roles in response. The National Disaster Management Agency had been established during the 2004 Banda Aceh response with a mandate for coordination – but also for direct assistance. Meanwhile the Ministry of Social Affairs was historically responsible for social protection – including direct assistance in the case of humanitarian action. It was highlighted by respondents that WFP work provided an example of how coordination and direct action could be managed to avoid overlapping mandates.

There is still some concern among the affected populations and local stakeholders regarding the sustainability of the actions taken during the response. Most of these concerns are related to the response as a whole, rather than the role of WFP, but include concerns related to handover and transition to local government, ongoing resourcing, and post-disaster inflation. Also, local stakeholders were not aware whether district level implementation guidance was currently available. More positively in terms of coordination, the logistics sub-cluster had been activated and respondents were hopeful that this would stay activated with WFP in a coordinating role.

## 7.2 PROGAS SCHOOL MEALS CASE STUDY SUMMARY

The Progas School Meals Programme was first piloted by WFP in country programme 200245 (2012-2016) and then transferred to the Government of Indonesia as Progas to be managed jointly by the Ministry of Education and Culture and the Ministry of Health. The Progas included three types of activities: i) nutrition education; ii) life-skills training; and iii) the provision of school meals. Implementation of the Progas was affected by the decentralization process. A district selected for Progas support would receive national government funding from the MoEC to provide Progas support to a selected school for one year. During the year, the school stakeholders would receive training and technical support as well as material and cash assistance for the implementation of the three components. The technical assistance provided by WFP to MoEC includes manuals for the education and training curriculum as well as recipes that are nutritionally appropriate to use in schools. Health-sector personnel in the local level were to be involved in providing trainings on nutrition and monitoring children's health as part of the school meals programme package. Children in the school would receive a planned 120 school feeding days from within the calendar year. This was the last half of one academic year and the first half of a second academic year. Support did not occur during the school breaks.

At the end of the year, the school would stop receiving assistance. The district government may still continue to receive national government funding, but it was in the expectation that new schools would be supported in the coming year rather than continuing to fund a school for a second year. The implicit logic in this approach was based on the decentralization model. District governments have considerable discretion for allocating a substantial amount of budget according to local priorities. The implicit logic of the dissemination model was that after the first year of national government support, the district government would be motivated to allocate its own budget to supporting Progas in the “old” schools for an extended period of time. Following this, it was hoped that the school and local communities themselves would continue to self-fund and self-manage Progas without any additional district or national government support.

The Progas case study visited three districts with different timing. Progas started in Kupang in 2016, in Belu in 2017 and in Pidie in 2018. There are WFP staff stationed in Kupang and Pidie to provide technical assistance to the programme although none in Belu.

The case study researchers found significant enthusiasm for the Progas at school and local community level. The researchers reported that when they arrived at the schools, it was common for enormous numbers of persons – teachers, parents, children – to come out and greet them and the researchers were very warmly welcomed, while the Progas programme was extensively praised. Respondents in the three

districts mentioned that Progas increased the students' understanding of healthy meals and taught them proper handwashing techniques. According to the teachers, the students gained practical understanding of healthy food through the consumption of healthy meals and by observing the cooking process. Some teachers and mothers had observed a change in the students' behaviour as they eat more fruit and vegetables and spend less money on snacks. In addition, people believed that Progas contributed to the local economy because the schools bought large quantities of eggs, chicken, meat, or fruits and vegetables from local vendors. Teachers and parents also reported that they thought that the children were better behaved in school during the meal days and that they had more energy to do schoolwork. Teachers also thought that children were performing better academically although this could not be confirmed systematically.

In the case of Kupang and Pidie, the local schools were highly positive about the support received from the WFP staff based in these two areas. They were seen to be very active and engaged even at the school level and were very supportive and involved in problem solving and promoting the programme to other stakeholders. Despite the positive responses from the local school stakeholders, there appeared to be some concerns regarding coordination and sustainability. For example, this programme involves joint collaboration between the Education and Health directorates at the local level. However, respondents from the health centres did not clearly understand their role in Progas. In some cases, they were proactive and involved in weighing and measuring students, but in other schools, the health staff were not involved at all – and were not aware that they were supposed to be involved. This may have had an effect on the health nutrition information being taught. In at least one school visited, the Progas researchers were told incorrect nutrition information from participating teachers and parents.

The logic chain of national government, to district government to school management does not yet seem to be sustainable for transition and scale up. At the district authority level, the support for the programme varied and seemed to be associated with the degree of connection or communication with the WFP staff member. In Belu, where there were no WFP staff, the district government stated that they could not continue to support the programme unless there was continued national government support. In Kupang, where the WFP sub-office is located, the Kupang district government committed district funding to continue the programme for two years. In Pidie, where the WFP staff have a reputation for extremely high energy and commitment, the Pidie district government actually passed a district regulation on Progas (Head of Pidie District Regulation no. 23/2019) committing district government funding for five years (until 2022).

At national level, support for Progas in MoEC is more muted with substantive concerns expressed over the potential cost of the programme – and subsequent opportunity costs for other education support. The MoH and MoEC involvement at national level is less clearly understood by national stakeholders. This has led to a situation where district level support for Progas is dependent on a specific champion or advocate at the district level who can convince the district government that Progas is worthwhile funding from the local government budget. If there is no such advocate at district level, the programme appears to only last for the length of national government budget support. There were two cases shared with Progas researchers regarding schools self-managing the Progas programme. In one case, it was a wealthy school in an urban centre that wanted to provide school meals to their students even though they were not considered a vulnerable school and they used the Progas materials for guidance. In the other case, the school continued for a year, but at a much reduced number of meal days and only for certain students.

Progas supporters tend to be very passionate about the programme. One complicating factor may be that in their enthusiasm for promotion, the Progas is justified for a wide range of possible outcomes – improved children health, improved local economy, improved educational performance, improved children behaviour, encouragement for attendance, among others. It may improve Progas support among non-advocates if Progas identified one or two overarching objectives that aligned with the priorities of district governments. The implicit logic of how transition and uptake would be achieved does not appear to be successful and it may be helpful to consider other mechanisms for sustaining the programme besides the one-year cycles of national to district to school support.

# Annex 8 : Quantitative Survey

## Summary

1. **Note:** Due to the extremely low response rate (7 responses from the regional bureau in Bangkok, 5 from country office and 2 from the Government), findings from the surveys are presented here but care should be exercised in ascribing too much significance to so few responses.
2. Responses are scaled to a 100 scale. 100 points shows maximum possible satisfaction while 0 shows maximum negative satisfaction. Scores above 60 reflect good satisfaction. Yellow scores represent highest for a specific dimension.
3. **Explanation:** The original questions are in Likert scale format with scores of 0 to 3 (“Strongly Disagree” to “Strongly Agree”). Each section of the survey had different numbers of questions. Composite measures combining scores on individual questions were built for each dimension. Each composite had a theoretical maximum (varying depending on the number of questions per composite) and a minimum of zero. To standardize the values across the different numbers of questions per category all scores were converted into a scale of 0 to 100 representing the percentage the score was against its theoretical maximum. As an example, if a scale had seven questions scaled 0-3, then the theoretical maximum for that grouping is 21 points ( $7 \times 3 = 21$ ). If a specific respondent had 16 points in total from their seven questions, their standardized score would be 76 ( $16/21 = .76$  or 16 is 76 percent of the maximum of 21).
4. **Observations:** Findings should be only judiciously used given the extremely small and unbalanced response patterns. Comparison among units for extremes could provide useful insight. In the assessment of country strategic plan results, the scores are clustered fairly closely but the assessment of alignment with national policies and priorities is the highest rating which is also triangulated from the qualitative interviews. In terms of results, the scores are again clustered with the only outlier being the most positive rating for the inclusivity of the country strategic plan design process. In the design, the ratings of preparedness or support were all relatively low (inclusiveness being the most highly rated) while elements pertaining to the alignment of the design with pre-existing studies were highly rated. In terms of the three areas of capacity support, for all sectors (EPR, SMP, etc) the scores were quite low and all clustered for all individual, institutional, and enabling environment capacity strengthening with the exception of the individual and institutional capacity strengthening in humanitarian response. This is triangulated with the strong affirmation of the emergency preparedness and response work and may also be reflective of the WFP role in the Sulawesi response. Overall, contribution to policy/enabling environment was the lowest rated of the three dimensions. In terms of sponsored studies promoting policy change, the food security analysis sector was substantively higher rated than any of the other sectors. This also triangulates with the repeated citations of the food consumption modelling, the food security bulletins, the FSVA and the VAMPIRE support provided by Activity 1. The effective use of voice were all clustered although highest rated was in the sphere of humanitarian response while lowest rated pertained to gender and accountability to affected populations. Sustainability considerations in all sectors were clustered and rated fairly low suggesting that sustainability challenges continue for all sectors surveyed.

## 8.1 Quantitative Survey Summary

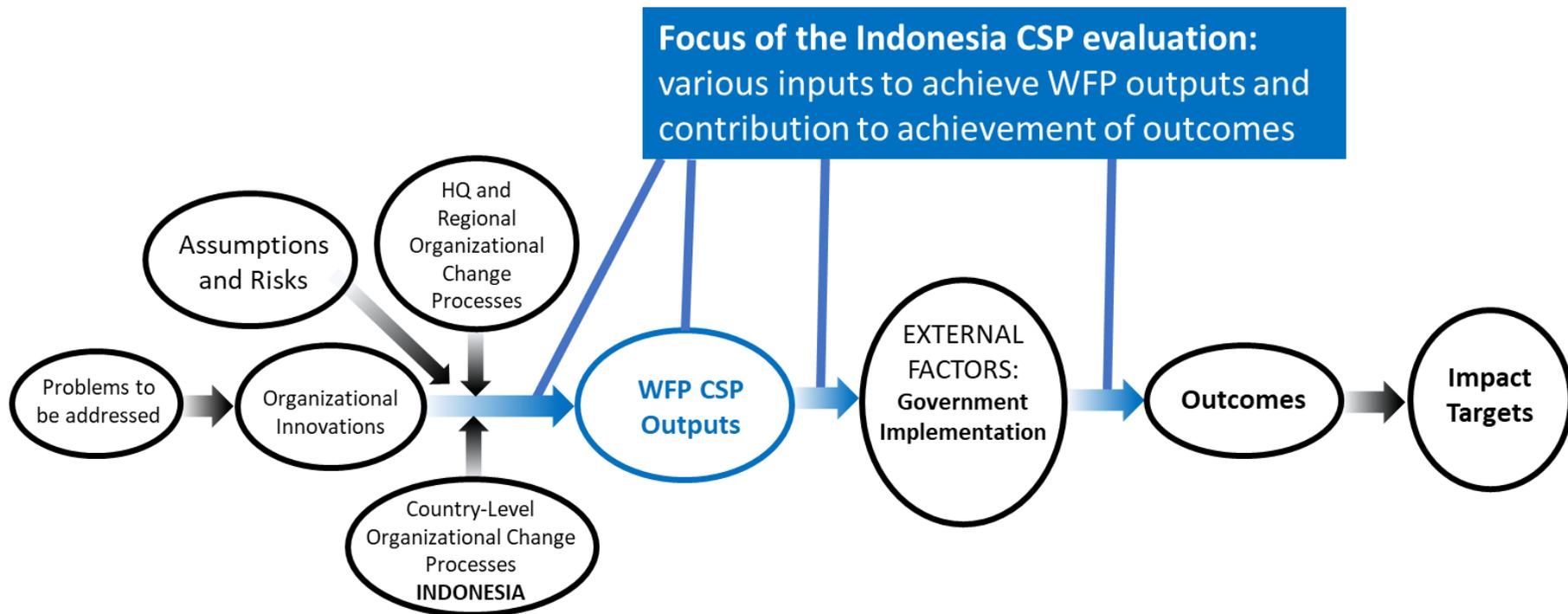
Dimension	Element	Scaled Score (100 Best)
CSP results	Alignment with national policies and priorities	74
	Harmonization with external partners including United Nations	54
	Flexibility in planning and funding	42
	Strong linkages between humanitarian and development work	61
	Simple resource allocation and low transaction costs	41
	Good reporting and communication	48
	WFP capacity to address gender and other cross cutting issues effectively	48
	WFP has strong and broad partnerships	56
<b>CSP results total</b>		<b>53</b>
CSP formulation	The CSP process was highly inclusive and involved substantive consultations with a wide range of stakeholders in Government and United Nations and external partners	59
	The timeliness of the CSP process in meeting internal and external deadlines	44
	The capacity of the country office personnel had the capacity to develop the CSP	48
	The quality of the support from headquarters for the development of the CSP	39
	The quality of the support from the regional bureau in Bangkok for the development of the CSP	41
	Overall satisfaction with the CSP design process	45
<b>CSP formulation total</b>		<b>46</b>
Alignment in design	National Zero Hunger Strategic Review	86
	Previous evaluations and assessments	92
	National policies, priorities, and national SDG targets	100
	United Nations coordination processes and the UNPDF	71
	Donor requirements	60
<b>Capacity support focus in design</b>		<b>82</b>
FSA	i. Individual	53
	ii. Institutional	43
	iii. Enabling environment	42
Nutrition	i. Individual	42
	ii. Institutional	40
	iii. Enabling environment	34
SMP	i. Individual	50
	ii. Institutional	45
	iii. Enabling environment	40
SP	i. Individual	36
	ii. Institutional	34
	iii. Enabling environment	34
EPR	i. Individual	56
	ii. Institutional	50
	iii. Enabling environment	42
Humanitarian response	i. Individual	83

	ii. Institutional	77
	iii. Enabling environment	59
Gender	i. Individual	37
	ii. Institutional	37
	iii. Enabling environment	32
Accountability	i. Individual	38
	ii. Institutional	34
	iii. Enabling environment	34
Individual contribution		54
Institutional contribution		52
Policy contribution		39
Studies	a. Food security analysis	82
	b. Nutrition communications	57
	c. School meals programming (Progas)	67
	d. Social protection programming	44
	e. Emergency preparedness	60
	f. Humanitarian response	69
	g. Gender integration in programming	44
	h. Accountability to affected populations integration in programming	45
Effective use of voice	a. Food security analysis	67
	b. Nutrition communications	58
	c. School meals programming (Progas)	70
	d. Social protection programming	60
	e. Emergency preparedness	69
	f. Humanitarian response	75
	g. Gender integration in programming	42
	h. Accountability to affected populations integration in programming	50
Sustainability	a. Food security analysis	45
	b. Nutrition communications	40
	c. School meals programming (Progas)	32
	d. Social protection programming	30
	e. Emergency preparedness	40
	f. Humanitarian response	38
	g. Gender integration in programming	37
	h. Accountability to affected populations integration in programming	36

# Annex 9 : Country Programme and Country Strategic Plan Logframe

## 9.1 PRELIMINARY RESULTS MODEL

1. The results model below depicts government implementation as an external-yet-integral factor in the WFP country strategic plan results chain. The country strategic plan evaluation will focus on the contribution of WFP outputs to achievement of outcomes; contribution analysis is emphasized to reflect the complexity of multi-factor causality in the country strategic plan's logical framework. Part of developing the evaluation matrix will be a specification of which outputs in the country strategic plan can be attributed to WFP, and how various elements of WFP contributions can be meaningfully assessed.



## 9.2 COUNTRY PROGRAMME & COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES, ACTIVITIES AND INDIRECT BENEFICIARIES<sup>1</sup>

Strategic Outcome	Outputs	Activity	Indirect Beneficiaries
SO 1: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach	Output 1.1: National and subnational food security and nutrition data collection and analysis systems enhanced	Activity 1: Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes	Nine million fewer people expected to be severely food insecure
SO 2: An increased percentage of Indonesian consumer adopting a more balanced diet, enabling Indonesia to meet its national desirable dietary pattern of 92.5 by 2019	Output 2.1: Tailored balanced direct promotional campaigns adequately delivered to targeted populations	Activity 2: Promote balanced diets to address undernutrition and being overweight	Six million adolescent girls
	Output 2.2: National social protection and school meal programmes designed to improve the nutrition status of recipients	Activity 3: Improve the efficiency and nutrition impact of national social protection programmes	Fifteen million recipients of <i>Rastra</i> <sup>2</sup> subsidized rice Six million PKH participants Hundred thousand school meal recipients by year since 2017
SO 3: Indonesia's emergency logistics capacity will be upgraded to respond to disasters in a timely and coordinated manner	Output 3.1: National humanitarian supply network enhanced	Activity 4: Enhance emergency preparedness through the establishment of an integrated network of logistics hubs	Seventy million Indonesians at high risk of natural disasters

**Indicator analysis:** The indicators are based on the Corporate Results Framework (CRF). One challenge for this framework has been to develop common indicators to measure change in capacity at the output and outcome levels according to the three dimensions of individual, institutional and enabling environment. A review of the country programme and country strategic plan logframe indicators reflects this corporate challenge. The majority of indicators employed in the country programme and country strategic plan logical framework focus on the individual dimension – measuring the number of persons receiving trainings or the number of workshops organized. A few country strategic plan output indicators track institutional capacity strengthening through the measurement of the number of coordination mechanisms or logistics systems established. There are no country strategic plan indicators in the logical frameworks assessing contributions to the enabling environment. The strategic outcome levels track large scale national changes in SO 1 and SO 2 (decrease of food insecure by 1 percent and increase in positive dietary patterns to 92.5 percent) or are left undefined for SO 3 (emergency preparedness).

<sup>1</sup> The country programme did not disaggregate indirect beneficiaries by activity.

<sup>2</sup> *Beras untuk Rakyat Sejahtera*

## 9.3 PROXY INDICATOR RATIONALE

### Strategic outcome indicators

There are no strategic outcome indicators listed in the country strategic plan logframe, therefore, there is no reporting or tracking of outcome level indicators in the programme reports. However, the wording of two of the strategic outcomes in the line of sight specifically describe an indicator and a target (SO1 and SO2). If this implicit indicator is treated like an indicator, these can track social change that has occurred in the country since the establishment of the country strategic plan. These indicators are measured as part of the UNPDF annual reports. The third strategic outcome in the country strategic plan does not describe an implicit social change level indicator.<sup>3</sup> The output for Activity 4 does specifically mention the establishment of six logistics hubs. The SO1 and SO2 implicit indicators are reported on in the UNPDF annual report and the latest UNPDF report cites both the values at the beginning of the country strategic plan (December 2016) and the values at the end of 2018 for food insecurity and desirable dietary patterns. If these are treated as the de facto baseline and endline of the country strategic plan, substantive changes are apparent over the time of the country strategic plan implementation. Table 10 profiles the strategic outcome of the country strategic plan – showing the implicit indicator – and summarizes the UNPDF reported values for SO1 and SO2. The establishment of six logistics hubs is extracted from WFP annual reports and is recorded in the Table 10.

### Intermediate capacity-strengthening indicators

The country strategic plan logframe was not required to identify intermediate indicators that can track changes in the strengthening of individual, institutional or the enabling environment capacity of Government because the country capacity-strengthening dimensions (pathways and domains) were not yet operationalized as indicators at the time of design. Even though they were not yet developed at the time of the country strategic plan design, the five pathways and three domains shown in the country capacity strengthening framework can be used to provide a retrospective analysis on the intermediate capacity strengthening contributions and highlight which of the pathways and domains have seen the greatest degree of change. A review of the individual actions developed by each activity in their ProDoc with the Government can be mapped on to the country capacity-strengthening framework to identify the points of intervention. Achievements against these areas can be qualitatively traced based on the qualitative interviews (and other qualitative data collection), virtual surveys, and documentation reporting. The achievements of capacity strengthening cannot be easily catalogued against a specific indicator framework, but it is possible to present a qualitative estimation of the degree of contribution in each pathway and domain for the various activities based on the qualitative interviews, virtual survey, and documentation reporting. To prevent an over-analysis of numbers in a qualitative exercise, contributions to change are colour coded, the darker the colour, the greater the degree of change or contribution to change identified from the data (Table 11 and Table 12).

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<sup>3</sup> "...to respond in a timely and coordinated manner" is too vague to use as an indicator without additional operationalization.

## 9.4 COUNTRY PROGRAMME 200914 LOGFRAME AND OUTPUT RESULTS<sup>4</sup>

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

<sup>4</sup> CP 200914 ACR/SPR, December 2016.

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

## Partnership Indicators

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

## 9.5 COUNTRY STRATEGIC PLAN (2017-2020) LOGFRAME AND OUTPUT RESULTS<sup>5</sup>

Detailed Indicator	Unit	Target Value	Actual Value	% Achieved
<b>Strategic Result 1: Everyone has access to food</b>				
Strategic Outcome 01: Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach				
Output C: National and subnational food security and nutrition data collection and analysis systems enhanced				
Act 01. Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes				
Number of people trained	individual	72.0	203.0	281.9
Number of technical assistance activities provided	unit	11.0	11.0	100.0
Number of training sessions/workshop organized	training session	9.0	4.0	44.4
Output K: National and subnational food security and nutrition data collection and analysis systems enhanced				
Act 01. Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes				
Number of partners supported	partner	4.0	5.0	125.0
Output M: National and subnational food security and nutrition data collection and analysis systems enhanced				
Act 01. Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes				
Number of national coordination mechanisms supported	unit	3.0	3.0	100.0
<b>Strategic Result 2: No one suffers from malnutrition</b>				
Strategic Outcome 02: 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.				
Output C: National social protection and school meal programmes designed to improve the nutritional status of their recipients.				
Act 03. Improve the efficiency and nutrition impact of national school meal and social protection programmes.				
Number of technical assistance activities provided	unit	25.0	79.0	316.0
Number of government/national partner staff receiving technical assistance and training	individual	240.0	-	0.0
Number of people trained	individual	2070.0	3851.0	186.0
Number of technical assistance activities provided	unit	33.0	87.0	263.6
Output E: Tailored balanced diet promotional campaigns adequately delivered to targeted populations				
Act 02. Promote balanced diets to address undernutrition and overweight				
Number of men exposed to WFP-supported nutrition messaging	individual	500000.0	-	0.0

<sup>5</sup> Country Strategic Plan Annual Country Report, December 2018.

Detailed Indicator	Unit	Target Value	Actual Value	% Achieved
Number of women exposed to WFP-supported nutrition messaging	individual	1500000.0	-	0.0
Number of targeted caregivers (female) receiving three key messages delivered through WFP-supported messaging and counselling	individual	650000.0	-	0.0
Number of targeted caregivers (male) receiving three key messages delivered through WFP-supported messaging and counselling	individual	150000.0	-	0.0
Output J: National social protection and school meal programmes designed to improve the nutritional status of their recipients.				
Act 03. Improve the efficiency and nutrition impact of national school meal and social protection programmes.				
Number of policy reforms identified/advocated	policy	2.0	2.0	100.0
Output M: Tailored balanced diet promotional campaigns adequately delivered to targeted populations				
Act 02. Promote balanced diets to address undernutrition and overweight				
Number of national coordination mechanisms supported	unit	2.0	-	0.0
Strategic Result 1: Everyone has access to food				
Strategic Outcome 03: Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters.				
Output C: National humanitarian supply network enhanced				
Act 04. Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.				
Number of technical assistance activities provided	unit	18.0	24.0	133.3
Number of people trained	individual	400.0	515.0	128.8
Output H: Common logistics services				
Act 04. Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.				
Number of agencies and organizations using coordination and logistics services	agency/organization	20.0	51.0	255.0
Number of cluster coordination meetings conducted	instance	13.0	18.0	138.5
Number of emergencies supported	instance	2.0	2.0	100.0
Number of IM products (sitreps, factsheets, maps and other ETC information) produced and shared via email, information management platform, task force and ETC website	item	13.0	48.0	369.2
Number of mobile storage tents/units made available	unit	6.0	6.0	100.0
Number of trucks made available	truck	40.0	40.0	100.0
Percentage of logistics service requests fulfilled	%	100.0	100.0	100.0

Detailed Indicator	Unit	Target Value	Actual Value	% Achieved
Total storage space made available (m2)	unit	2000.0	2040.0	102.0
Output J: National humanitarian supply network enhanced				
Act 04. Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.				
Number of policy reforms identified/advocated	policy	4.0	2.0	50.0
Output M: National humanitarian supply network enhanced				
Act 04. Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.				
Number of national coordination mechanisms supported	unit	3.0	5.0	166.7

## 9.6 COUNTRY STRATEGIC PLAN FUNDING AND EXPENDITURES BY ACTIVITY<sup>6</sup>

### Annual Country Report - Donor Version

Indonesia Country Portfolio Budget 2018 (2017-2020)

Cumulative Financial Overview as at 31 December 2018 (Amount in USD)

Strategic Result	Strategic Outcome	Activity	Needs Based Plan	Allocated Contributions	Advance and Allocation	Allocated Resources	Expenditures	Balance of Resources
1	Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters.	Enhance national and sub-national emergency preparedness and response through the establishment of an integrated network of logistics hubs.	1,640,924	3,058,383	0	3,058,383	1,787,249	1,271,134
	Reduce severe food insecurity by 1 percent per year, prioritizing the most vulnerable people and regions using an evidence-based approach	Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes	1,018,907	723,671	0	723,671	398,048	325,623
<b>Subtotal Strategic Result 1. Everyone has access to food (SDG Target 2.1)</b>			<b>2,659,831</b>	<b>3,782,054</b>	<b>0</b>	<b>3,782,054</b>	<b>2,185,297</b>	<b>1,596,757</b>
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.	Promote balanced diets to address undernutrition and overweight	715,050	56,883	0	56,883	56,883	0
		Improve the efficiency and nutrition impact of national school meal and social protection programmes.	1,048,800	678,108	0	678,108	487,310	190,798
<b>Subtotal Strategic Result 2. No one suffers from malnutrition (SDG Target 2.2)</b>			<b>1,763,850</b>	<b>734,991</b>	<b>0</b>	<b>734,991</b>	<b>544,193</b>	<b>190,798</b>

This computer generated report is certified by the Chief of Contribution Accounting and Donor Financial Reporting Branch (RMFC)

<sup>6</sup> 2018 Annual Report – December 2018.

## 9.7 COUNTRY STRATEGIC PLAN ACTIVITIES AND ADJUSTMENTS

	Activity 1: Vulnerability analysis and mapping	Activity 2: Nutrition
Original CSP actions	<p>Fully implemented</p> <ol style="list-style-type: none"> <li>1. Food Security and Nutrition dashboard (VAMPIRE)</li> <li>2. Quarterly food security monitoring bulletins</li> <li>3. Enhance FSVA</li> </ol> <p>Partially implemented</p> <ol style="list-style-type: none"> <li>4. Work with BKP to improve data analysis at national and provincial levels</li> <li>5. Harmonize existing food and nutrition information systems</li> </ol> <p>Discontinued/postponed</p> <ol style="list-style-type: none"> <li>6. N/A</li> </ol>	<p>Fully implemented</p> <ol style="list-style-type: none"> <li>1. N/A</li> </ol> <p>Partially implemented</p> <ol style="list-style-type: none"> <li>2. Working with MoH revised diet guidelines</li> </ol> <p>Discontinued/postponed</p> <ol style="list-style-type: none"> <li>3. Work with MoH/MoEC/MoSA on a campaign to encourage consumption of balanced nutritious diets to adolescent girls</li> <li>4. Conduct market research to ensure optimum messaging to target adolescent girls and mothers</li> <li>5. Develop multiple communication channels including mobile-based apps</li> </ol>
Key additions	<ol style="list-style-type: none"> <li>1. Increased collaboration with meteorological unit for the food security bulletins and VAMPIRE</li> <li>2. Food consumption modelling study</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of funding led to suspension of most direct nutrition work</li> <li>2. Shift to prioritizing nutrition as a cross-cutting theme in other activities</li> <li>3. WFP advocated to revise the voucher package (cross cutting 3B)</li> </ol>
	Activity 3: Social protection	Activity 4: Emergency preparedness and response
Original CSP actions	<p>School meals programme</p> <p>Fully implemented</p> <ol style="list-style-type: none"> <li>1. Nutrition objectives in meals</li> <li>2. Guidelines for uniformity</li> <li>3. Training modules</li> <li>4. Prioritize locations of implementation</li> <li>5. Establish a grievance and reporting system</li> <li>6. Conduct baseline and impact studies</li> </ol> <p>Partially implemented</p> <ol style="list-style-type: none"> <li>7. Establish monitoring and evaluation systems</li> <li>8. Nutrition education campaign</li> </ol> <p>Discontinued/postponed</p> <ol style="list-style-type: none"> <li>9. Devise strategic road map and scaling up for cost of replication</li> </ol>	<p>Fully implemented</p> <p>Support the design of a logistics master plan</p> <p>Partially implemented</p> <p>Develop commodity tracking systems</p> <p>Undertake emergency preparedness and response planning to ensure that it can support the Government's relief work in the event of an L3 emergency</p> <p>Support the development of six logistics hubs</p> <p>Assist BNPB, provincial, and district counterparts to assess logistics capacities and establish an inventory system</p> <p>Discontinued/postponed</p> <p>N/A</p>

	<p>Social protection Fully implemented 10. Increasing awareness of dietary diversity</p> <p>Partially implemented 11. Providing advice on cash- and food-based targeting 12. Establish monitoring and evaluation systems</p> <p>Discontinued/postponed 13. Social protection and emergencies, exploring electronic, cash-based, and in-kind transfers</p>	
Key additions	<ol style="list-style-type: none"> <li>1. Cost of diet study</li> <li>2. Successfully advocated to change voucher food package</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of capacity-strengthening agreement with MoSA</li> <li>2. Working with MoSA to analyse their SOPs, systems, training capacities and development of an inception study for analysis and recommendations for improvements</li> <li>3. With BNPB, shift to virtual inventory and communication from physical hub construction</li> <li>4. Policy level inputs on EPR in new RPJMN</li> </ol>

## 9.8 GENDER EQUALITY AND WOMEN'S EMPOWERMENT (GEWE) AND PROTECTION CONSIDERATIONS<sup>7</sup>

Strategic Objective	GEWE and Protection Considerations
SO 1 (Food Security Analysis)	<ul style="list-style-type: none"> <li>• Encouraging women's participation in data collection and analysis</li> <li>• Inclusion of sex-disaggregated data in platforms</li> </ul>
SO 2 (Nutrition and school meals programme)	<ul style="list-style-type: none"> <li>• Advocacy to Ministry of Education and Culture for engagement of women's welfare associations in implementation of SMP</li> <li>• Localized supply chain in SMP prioritizing women merchants</li> <li>• SMP emphasis on safety and dignity - with cooking groups trained on the tailoring to customary diet habits and trainings on food safety</li> <li>• Advocacy for the establishment of a complaints and feedback mechanism with SMP</li> </ul>
SO 3 (Emergency preparedness and humanitarian response)	<ul style="list-style-type: none"> <li>• Training of women living in villages for village disaster committees</li> <li>• Documentation of enhancing gender-based vulnerability in disasters</li> <li>• Recruitment of women for talent pool of emergency response volunteers (TAGANA)</li> <li>• Inclusion of women in post-disaster market survey</li> </ul>

<sup>7</sup> From WFP Annual Country Report 2018.

	<ul style="list-style-type: none"><li>• Facilitated a workshop on awareness of protection from sexual exploitation and abuse (PSEA) in disaster response for humanitarian response actors and contractors</li><li>• Strengthening of confidential complaints mechanism through PSEA network</li></ul>
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# Annex 10 : Country Strategic Plan Factsheet

Country Programme 200914 & Country Strategic Plan (2017-2020)		
<b>Type/Number/Title</b>	Country Programme Indonesia 200914 (2016-2020) Indonesia Country Strategic Plan (2017-2020)	
<b>Approval</b>	The Country Programme Indonesia 200914 was approved by the WFP Executive board in February 2016. The Indonesia Country Strategic Plan (2017-2020) was approved by the WFP Executive Board in February 2017. The Indonesia Country Strategic Plan superseded the Country Programme Indonesia 200914	
<b>Duration</b>	Initial CP 200914: 58 months (1 March 2016–31 December 2020)	Revised CSP: 46 Months (1 March 2017-31 December 2020)
<b>Planned beneficiaries</b>	Initial CP 200914: N/A	Revised CSP: N/A
<b>Planned activities</b>	Initial CP 200914 & revised CSP: The CP and CSP provided only capacity-strengthening support to the Government of Indonesia through four activities: 1) collecting and analysing food security and nutrition data; 2) promoting nutrition balanced diets; 3) improving national social protection programmes; and 4) enhanced emergency preparedness and response	
<b>Planned food requirements</b>	Initial CP 200914: N/A Cash and vouchers: N/A	Revised CSP: N/A Cash and vouchers: N/A
<b>USD requirements</b>	Initial CP 200914: USD 14,775,336	Revised CSP: USD 12,993,673

Objectives and Activities (Country Strategic Plan) <sup>1</sup>			
	Strategic outcome	Activities	Indirect beneficiaries (government targets)
Strategic Development Goal 2	SO1: 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	Nine million fewer people expected to be severely food insecure
	SO2: An increased percentage of Indonesian consumers adopt a more balanced diet, enabling Indonesia to meet its national desirable dietary pattern of 92.5 by 2019	Activity 2: Promote balanced diets to address undernutrition and being overweight	Six million adolescent girls
		Activity 3: Improve the efficiency and nutrition impact of national social protection programmes <ul style="list-style-type: none"> <li>• Activity 3a: School meals programming</li> <li>• Activity 3b: Adaptive social protection</li> </ul>	Fifteen million recipients of <i>Rastra</i> subsidized rice Six million PKH participants Approximately 100,000 school meal recipients by year since 2017
	SO3: Indonesia's emergency logistics capacity will be upgraded to respond to disasters in a timely and coordinated manner	Activity 4: Enhance emergency preparedness through the establishment of an integrated network of logistics hubs	Seventy million Indonesians at high risk of natural disasters
	Cross-cutting results	Gender: gender equality and empowerment improved	

<sup>1</sup> The country programme and country strategic plan used the same activities and objectives. Since the 2017 CSP superseded the 2016 CP 200914, the data is summarized from the CSP.

		Protection and accountability to affected populations: WFP assistance delivered and utilized in safe, accountable, and dignified conditions
		Partnership: Food assistance interventions coordinated, and partnerships developed and maintained

### Partners

<b>Government</b>	Ministry of National Development Planning, Ministry of Agriculture, Food Security Agency, Ministry of Education and Culture, Ministry of Social Affairs, Ministry of Health, National Disaster Management Agency, Agency of Meteorology, Climatology, and Geophysics, Coordinating Ministry for Human Development and Cultural Affairs, Office of the President, Office of the Vice President, and coordinating Ministry of Economic Affairs
<b>United Nations</b>	FAO, IFAD, UNDP, OCHA, UNICEF, WHO, UN Pulse Lab
<b>Bilateral &amp; Multilateral</b>	OFDA, DFAT, World Bank, ASEAN Humanitarian Assistance Centre
<b>NGOs</b>	International Federation of Red Cross, Indonesian Red Cross, Association Logistic and Forwarder Indonesia, Humanitarian Forum Indonesia, University of Bogor

### Resources (Inputs) for Country Strategic Plan (2017-2020) (excluding Sulawesi response)

Contributions received:

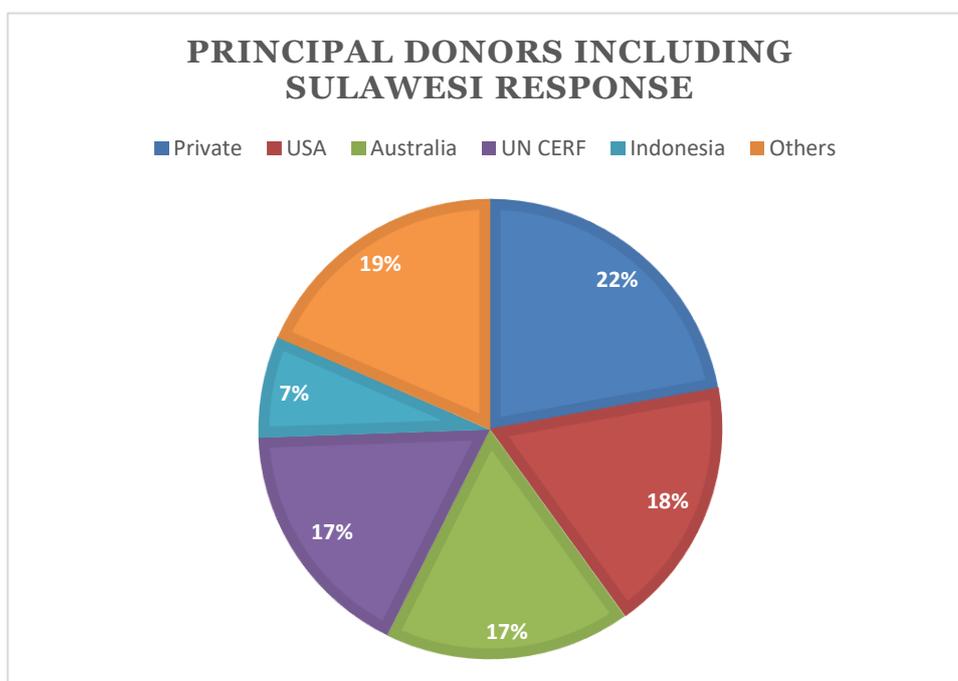
(as of June 2019): USD 4,337,695<sup>2</sup> (excluding Sulawesi response)

USD 7,008,864<sup>3</sup> (including Sulawesi response)

Percentage funded against needs-based plan: 35.3%

Top five donors (including Sulawesi response):

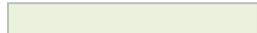
Private (22%)  
USA (18%)  
Australia (17%)  
UN CERF (17%)  
Indonesia (7%)



<sup>2</sup> Source: CPB Plan versus Actuals report V2.1, June 2019.

<sup>3</sup> Source: CPS Funding Overview 2020, April 2019.

Cumulative outputs by strategic outcomes for Country Strategic Plan (2017-2020) <sup>4</sup>				
		Target <sup>5</sup>	Value	Percent achieved
<b>SO 1</b>	<b>Reduce severe food insecurity by 1 percent per year, prioritizing most vulnerable people and regions using an evidence-based approach</b>			
<b>Activity 1</b>	<b>Support the Government in collecting and analysing food security and nutrition data for optimum policies and programmes</b>			
	Number of people trained	72	203	282
	Number of technical assistance activities provided	11	11	100
	Number of training sessions/workshops organized	9	4	44
	Number of partners supported	4	5	125
	Number of national coordination mechanisms supported	3	3	100
<b>SO 2</b>	<b>An increased percentage of Indonesian consumers adopt a more balanced diet enabling Indonesia to meet its national desirable dietary pattern target of 92.5 by 2019</b>			
<b>Activity 2</b>	<b>Promote balanced diets to address undernutrition and being overweight<sup>6</sup></b>			
	Number of men exposed to WFP supported nutrition messaging	500,000	N/A	N/A
	Number of women exposed to WFP supported nutrition messaging	1,500,000	N/A	N/A
	Number of targeted caregivers (women) receiving three key messages delivered through WFP-supported messaging and counselling	650,000	N/A	N/A
	Number of targeted caregivers (men) receiving three key messages delivered through WFP-supported messaging and counselling	150,000	N/A	N/A
	Number of national coordination mechanisms supported	2	N/A	N/A
<b>Activity 3</b>	<b>Improve the efficiency and nutrition impact of national school meal and social protection programmes</b>			
	Number of technical assistance activities provided	25	79	316
	Number of government/national partner staff receiving technical assistance and training	240	0	0
	Number of people trained	2070	3851	186
	Number of technical assistance activities provided	33	87	264
	Number of policy reforms identified/advocated	2	2	100
<b>SO 3</b>	<b>Indonesia's emergency logistics capacity will be upgraded to respond in a timely and coordinated manner to disasters</b>			
<b>Activity 4</b>	<b>Enhance national and subnational preparedness and response through the establishment of an integrated network of logistics hubs</b>			
	Number of technical assistance activities provided	18	24	133
	Number of people trained	400	515	128
	Number of policy reforms identified/advocated	4	2	50
	Number of national coordination mechanisms supported	3	5	167
	<b>Sulawesi and Lombok response</b>			
	Number of agencies and organizations using coordination and logistics services	20	51	255
	Number of cluster coordination meetings conducted	13	18	139
	Number of emergencies supported	2	2	100
	Number of information management products produced and shared	13	48	369
	Number of mobile storage units made available	6	6	100
	Number of trucks made available	40	40	100
	Percentage of logistics requests filled	100	100	100

 = attained or exceeded targets

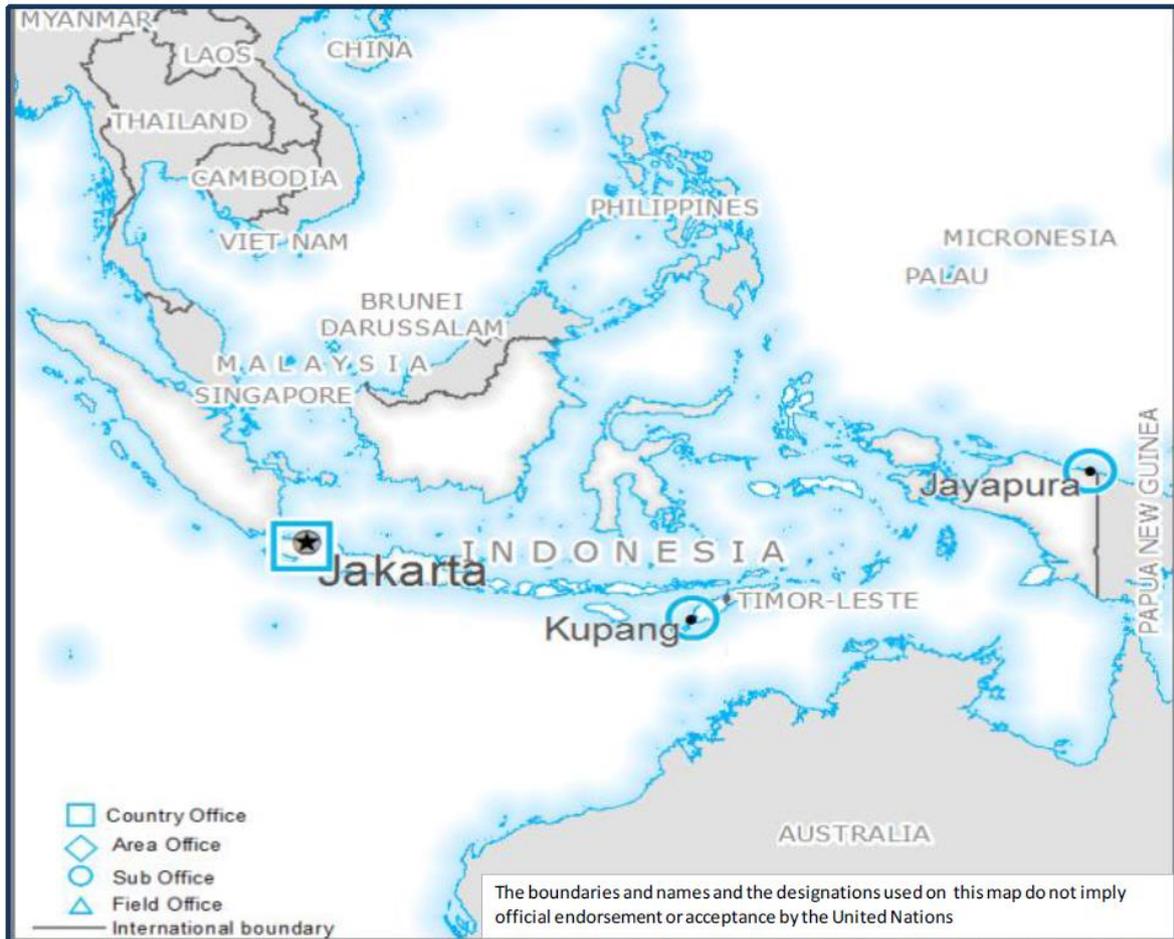
<sup>4</sup> In 2017 the logframe did not include indicators at the time of design. Indicators developed based on corporate guidances and reported in 2018 APP. Source of values from 2018 APP, March 2019.

<sup>5</sup> Stakeholders expressed widespread agreement that corporate indicators do not capture achievements of a purely capacity-strengthening approach nor the degree of time and energy invested

<sup>6</sup> Activity 2 was postponed due to lack of funding. Intent to resume in 2020 if funding becomes available.

# Annex 11: Maps

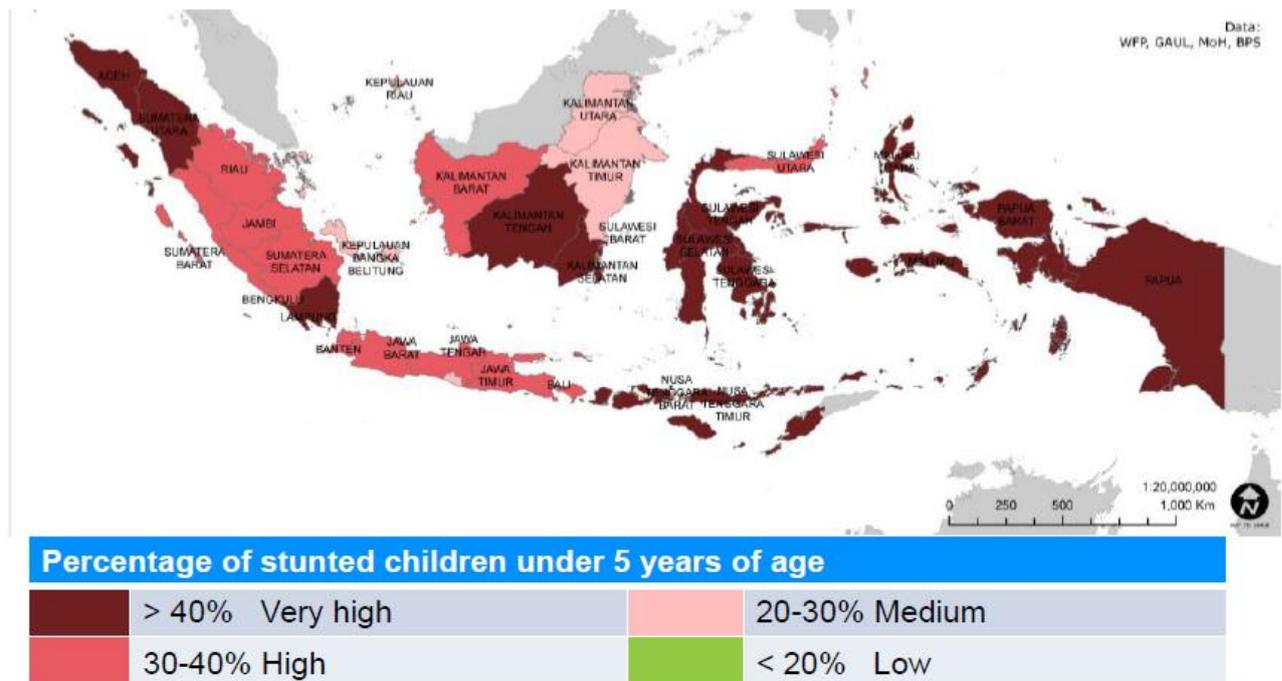
## 11.1 MAP OF NATIONAL CONTEXT AND WFP COUNTRY OFFICES AND AREA OFFICES



Source: WFP CSP Indonesia as of December 2016  
Note: The Jayapura sub-office has now been closed



### 11.3 Map of Prevalence of Stunting among Children under 5 (2013)



Source: WFP Country Strategic Plan (2017-2020)

**Note:** 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 its frontiers or boundaries.

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# Acronyms

ADB	Asian Development Bank
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management
ALFI	Indonesian Logistics and Forwarders Association
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ASLUT	Social Support for un-cared-for elderly
Bappenas	<i>Kementerian Perencanaan Pembangunan Nasional Republik Indonesia</i> (Ministry of National Development Planning/ National Development Planning Agency)
BKP	<i>Badan Ketahanan Pangan</i> (National Food Security Agency)
BLT	<i>Bantuan Langsung Tunai</i> (Direct cash support, an unconditional cash transfer scheme)
BMKG	<i>Badan Meteorologi, Klimatologi, dan Geofisika</i> (Indonesian Agency for Meteorology, Climate, and Geophysics)
BNPB	<i>Badan Nasional Penanggulangan Bencana</i> (National Disaster Management Agency)
BPBD	<i>Badan Penanggulangan Bencana Daerah</i> (Subnational (Provincial or District) Disaster Management Agency)
BPNT	<i>Bantuan Pangan Non-Tunai</i> (Non-cash food assistance subsidized national health insurance)
BPS	<i>Badan Pusat Statistik</i> (Central Agency on Statistics)
CCROM-ASAP	Centre for Climate Risk and Opportunity Management in Southeast Asia Pacific
CCS	Country Capacity Strengthening
CCS-focused CSP	Country strategic plan that is focused on country capacity strengthening
CD	Country Director
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEQAS	Centralized Evaluation Quality Assurance System
CERF	Central Emergency Response Fund
CNM	Capacity Needs Mapping
CO	Country Office
CoD	Cost of Diet
COMP	Country Operations Management Plan
CP	Country Programme
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CSO	Civil Society Organization
DAC	Development Assistance Committee
DCD	Deputy Country Director
DFAT	Australian Department of Foreign Affairs and Trade
EB	Executive Board
EM	Evaluation Manager
EO	Education Office
EPR	Emergency Preparedness and Response
ER	Evaluation Report
ET	Evaluation Team
EPR	Emergency Preparedness and Response
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
FSA	Food Security Analysis
FSVA	Food Security and Vulnerability Atlas
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equity and Women's Empowerment
GERMAS	<i>Gerakan Masyarakat Hidup Sehat</i> (healthy lifestyle movement)

Gol	Government of Indonesia
HFI	Humanitarian Forum Indonesia
HLMP	Humanitarian Logistics Master Plan
HQ	Headquarters
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of the Red Cross and Red Crescent Societies
IOM	International Organization for Migration
IPB	Bogor Agricultural Institute
IR	Inception Report
IRM	Integrated Road Map
JKN	<i>Jaminan Kesehatan Nasional</i> (Indonesian national health insurance)
JKN-PBI	<i>Jaminan Kesehatan Nasional-Penerima Bantuan Iuran</i> (Subsidy for Indonesian national health insurance)
JSPACA	<i>Jaminan Sosial Paca Berat</i> (social security for severely disabled)
KI	Key Informant
KII	Key Informant Interview
LCA	Logistic Capacity Assessment
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoEC	Ministry of Education and Culture
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHA	Ministry of Home Affairs
MoSA	Ministry of Social Affairs
MoU	Memorandum of Understanding
MSC	Most Significant Change
MT	Metric Ton
NGOs	Non-Governmental Organisations
NTT	Nusa Tenggara Timur province
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organisation for Economic Cooperation and Development/Development Assistance Committee
OEV	Office of Evaluation
OFDA	Office of Foreign Disaster Assistance
PIP	<i>Program Indonesia Pintar</i> (cash transfer scheme targeting poor and at-risk students)
PKH	<i>Program Keluarga Harapan</i> ("Family Hope" programme, a conditional cash transfer scheme)
PKSA	<i>Program Kesejahteraan Sosial Anak</i> (child social welfare programme)
PMK	Coordinating Ministry of Human Development and Culture
PMI	Indonesian Red Cross
PMTAS	Supplementary feeding programme for school children
ProDocs	Programme Documents (technical agreements with the Government)
Progas	National School Meals programme
PSEA	Protection from Sexual Exploitation and Abuse
Rastra	<i>Beras untuk Rakyat Sejahtera</i> (Subsidized Rice programme)
RBB	Regional Bureau in Bangkok
Riskesdas	<i>Riset Kesehatan Dasar</i> (national health survey)
RMP	Performance Management and Accountability Department
RPJMN	<i>Rencana Pembangunan Jangka Menengah Nasional</i> (national medium-term development plan)
RPJPN	<i>Rencana Pembangunan Jangka Panjang Nasional</i> (national long-term development plan)
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal

SE	Strategic Evaluation
SER	Summary Evaluation Report
SMP	School Meals Programme
SO	Strategic Objective
SOP	Standard Operating Procedures
SP	Social Protection
SUN	Scaling Up Nutrition
Tagana	<i>Tarua Siaga Bencana</i> (Community-based Disaster Preparedness Team)
ToC	Theory of Change
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNPDF	United Nations Partnership Development Framework
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNPDF	United Nations Partnership for Development Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
VAM	Vulnerability Analysis and Mapping
VAMPIRE	Vulnerability Analysis Monitoring Platform for the Impact of Regional Events
WHO	World Health Organization

# Photocredits

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