

Evaluation of Indonesia WFP Country Strategic Plan 2021-2025

Terms of reference



**World Food
Programme**

SAVING
LIVES
CHANGING
LIVES

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes include the detailed timeline and the CSP Document approved by the Executive Board.

1.1. INTRODUCTION

3. 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 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 and the WFP Evaluation Policy.

1.2 CONTEXT

4. Indonesia, an archipelagic country of 17,500 islands, is an upper middle-income country with a population of 275,773,800 million people¹. The country is the 4th most populous country in the world and one of the largest democracies.

5. Indonesia is the biggest economy in South-East Asia and the 10th largest economy by purchasing power parity². In addition, Indonesia has recently moved into the high human development category with a score of 73.77 in 2022³, although some challenges such as persistent structural inequalities remain⁴. Despite the progress reached over the recent years in terms of human development, education and economic growth, food security and nutrition remain a challenge in Indonesia.

6. Recent assessments show that 20% of the population has insufficient food consumption⁵. Malnutrition is also present in the country especially among children under 5: 10% of them suffer from acute malnutrition and 30% from chronic malnutrition⁶, while stunting levels reached 31.0 percent in 2022⁷. These rates are among the highest in the association of Southeast Asian Nations (ASEAN) Finally, regional disparities in food security and access to food are prominent across the country, as highlighted in

¹ Indonesia National Statistics Office, *Populations by Age Groups and Sex 2018 – 2022*, updated on Feb 3. 2023. Accessed on 15.01.2024.

² World Bank, Indonesia Country Profile

³ UNDP, *Human Development Report*, 2022.

⁴ United Nations Indonesia, *United Nations Sustainable Development Cooperation Framework 2021 – 2025*. 2020.

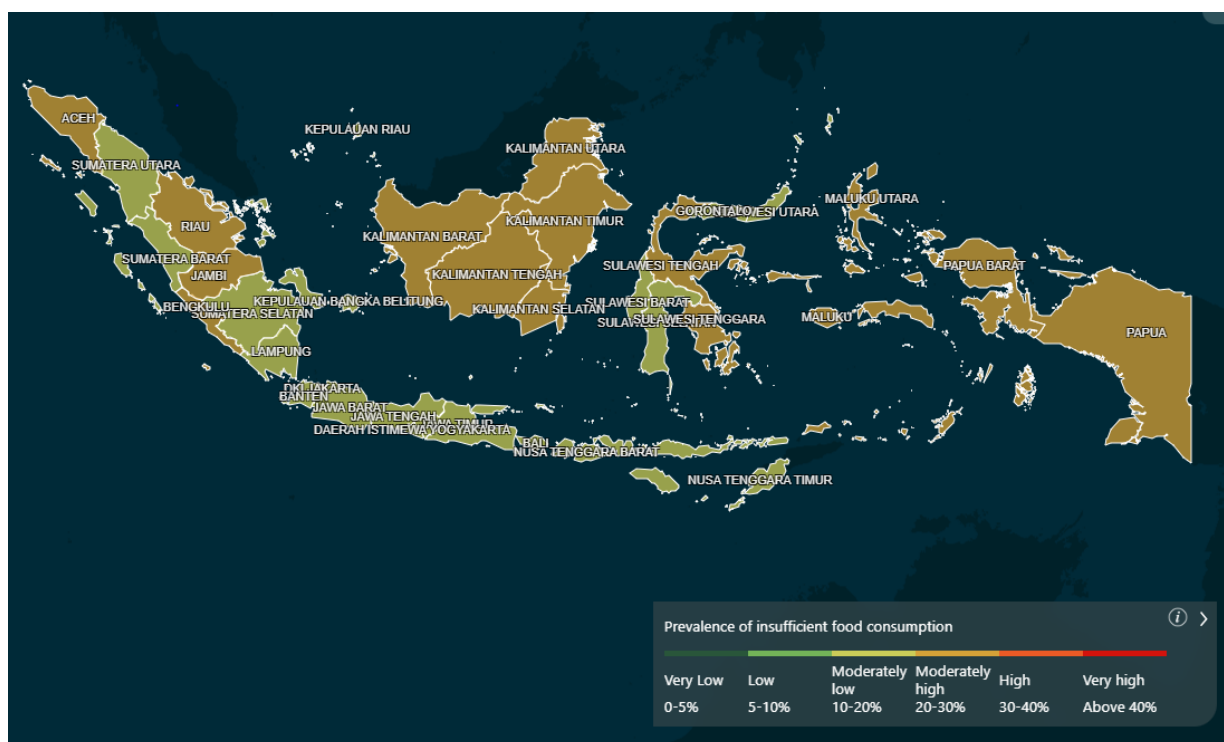
⁵ WFP Hunger Map Live. Accessed on 15.01.2024

⁶ *ibidem*

⁷ UNICEF, WHO and the World Bank, *Joint Child Malnutrition Estimates for 2022*. Accessed on 16.01.2024

7. Figure 1 below.

Figure 1 – Prevalence of insufficient food consumption in Indonesia



Source: WFP Hunger Map Live. Accessed on January 16 2024

8. There has been significant progress in the development of social protection schemes to ensure sufficient access to food for vulnerable people. Furthermore, there have been commendable initiatives undertaken by the Government to make social protection schemes—particularly Sembako and Program Keluarga Harapan (PKH)—more nutrition-sensitive.⁸

9. Indonesia is highly vulnerable to the impact of climate change and climate-induced disaster risks, as it sits on the Pacific ‘Ring of Fire’ area, one of the most disaster-prone locations in the world. This geographical position makes the country particularly exposed to natural hazards such as earthquakes, volcanic eruptions, tsunamis, floods, and landslides⁹. These hazards negatively affect vulnerable populations such as migrant workers, people living in remote areas, women and people living with disabilities¹⁰, and their frequency leads to continuous disruptions to education, infrastructure, markets, hospitals and livelihoods¹¹. In 2018, the Lombok Earthquake led to 460 fatalities and caused total economic losses and damages of over US\$ 530 million according to the Government’s estimates.¹². Only in 2023 780,737 people were affected and displaced by the occurrences of floods and landslides in Java, Sulawesi and Manado River¹³.

10. The Gender Inequality Index for Indonesia was 0.444 in 2021¹⁴ ranking 110 out of 191 countries. Female labour participation reached 39.5 in 2022¹⁵ showing significant improvements, however, as of 2024, women occupy only 21% of available seats in the parliament¹⁶. Despite the results achieved towards poverty

⁸ The SMERU Research Institute, *Strategic Review of Food Security and Nutrition in Indonesia – 2019 – 2020 Update*. 2020 (updated in February 2023)

⁹ United Nations Indonesia. *Indonesia Common Country Analysis*. 2019.

¹⁰ *Ibidem*.

¹¹ UNDRR, *Disaster Risk Reduction in Indonesia. Status Report*. 2020.

¹² Indonesia National Board for Disaster Management, 2018

¹³ BNPB Disaster Info. Accessed on March 21st 2023.

¹⁴ UNDP. *Human Development Report 2022*. (Most recent value)

¹⁵ World Bank. *World Development Indicators*. Accessed on 17/01/2024.

¹⁶ UN WOMEN. *UN Women data portal*. Accessed on 17/01/2024.

reduction over the last decade, Indonesia is one of the countries with the highest degree of wealth and income inequality with a Gini index of 37.9 in 2022¹⁷.

11. Indonesia is strongly committed to achieving the SDGs. National development planning, through the country's national medium-term development plan for 2020–2024 (RPJMN), is aligned with the SDGs and some of the SDG targets. Voluntary national reviews conducted in 2017 and 2019 reflect Indonesia's progress in implementing the 2030 Agenda.¹⁸

12. The inception phase will present a more elaborated contextual analysis as it relates to the CSP.

2. Reasons for the evaluation

2.1. RATIONALE

13. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in November 2025.

2.2. OBJECTIVES

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

2.3. STAKEHOLDERS

15. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Bangkok and headquarters technical divisions, followed by the Executive Board (EB), as well as the Government of Indonesia, indirect beneficiaries of WFP country capacity strengthening actions, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.

16. The CSPE will seek to engage with participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups for example persons with disabilities (OPDs), indigenous people, and rural communities

17. National Government stakeholders and decentralized Government entities are expected to have an interest in the results of the evaluation, as the exercise aims to support collaboration and synergies among national institutions and WFP, by clarifying roles, and helping WFP accelerate progress towards replication, hand-over and sustainability.

18. Main governmental partners of WFP since the start of the CSP include the Ministry of National Development Planning, the National Disaster Management Agency, the Ministry of Social Affairs, the Ministry of Home Affairs, the Ministry of Villages, the Coordinating Ministry for Human Development and Cultural Affairs, the Ministry of Health, the Ministry of Education and Culture, the National Team for the Acceleration of Poverty Reduction at the Vice President's Office, the National Team for Acceleration of Stunting Prevention, the National Logistics Agency, provincial and district disaster management agencies and other decentralized counterparts.

¹⁷ World Bank, *World Development Indicators*. Accessed on 15.01.2024 (most recent data as of 2022.)

¹⁸ WFP, Indonesia Country Strategic Plan (2021-2025)

19. WFP Indonesia works in partnership with several UN agencies, including the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD) - on food security and nutrition analysis in urban and rural contexts, including through the Rome-based agencies' joint plan for Indonesia - the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), and the United Nations Secretary General's Global Pulse data initiative, Pulse Lab Jakarta. Other key stakeholders are international financial institutions, climate funds, civil society institutions, universities and research institutions, and the private sector. International and local partners of WFP in Indonesia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. They have an interest in that WFP activities are coherent and effective. The evaluation can support WFP to improve collaboration, co-ordination and increase synergies within the UN system and its partners by highlighting areas of good practice, underperformance, and related factors.

20. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be invited to participate in a workshop towards the end of the reporting phase.

3. Subject of the evaluation

21. WFP has been working in Indonesia since 1964, implementing various projects and operations to address food and nutrition insecurity and humanitarian needs in the country over the years. Since the introduction of the WFP Country Strategic Plan framework, WFP actions in Indonesia have been framed around two CSPs:

- The [Indonesia Country Strategic Plan \(2017-2020\)](#)
- The [Indonesia Country Strategic Plan \(2021-2025\)](#) – subject of the upcoming evaluation.

22. The CSP (2017-2020) was evaluated in 2019, and the evaluation report - presented to the EB in November 2020 - recommended a number of strategic directions for the design of the following WFP CSP (2021-2025), namely:

- i. continue to emphasize vulnerability analysis and mapping (VAM) support to the Government;
- ii. expand the scope of emergency preparedness and response beyond logistics and supply chain to areas such as community resilience and social protection programming in emergencies;
- 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;
- iv. integrate into the next CSP a role for direct engagement in an area of technical comparative advantage such as logistics coordination or data collection;
- v. 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.

23. The CSP 2021-2025 retained WFP's focus on supporting the Government through policy-level engagement and technical assistance to achieve the SDGs. In line with the RPJMN, WFP CSP 2021-2025 aimed to support the Government in achieving its goals in three interconnected policy focus areas and addressing gaps to attain SDG 2, namely: i) enhancing evidence to inform efforts to reduce food insecurity and improve nutrition; ii) contributing to the achievement of a "disaster-ready state"; and iii) contributing to the achievement of healthy human resources. Table 1 below lists the strategic outcomes (SOs), activities and modalities of the CSP.

Table 1: Indonesia CSP 2021 – 2025, overview of strategic outcomes and activities

| Strategic Outcomes | Activities | Modalities of intervention |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| SO 1: By 2025 the Government and other partners have enhanced capacity to generate and apply high-quality evidence as a basis for the reduction of food insecurity and malnutrition . | Activity 1: Provide policy engagement, technical assistance and advocacy and government and other partners to enhance attention to, and use of, food security and nutrition evidence. | Country Capacity Strengthening |
| SO 2: By 2025 the Government, other partners and communities have enhanced capacity to mitigate the impact of disasters and climate change on food security and nutrition . | Activity 2: Enhance partnerships, policy engagement and technical assistance to the Government, other partners and communities to reduce risks and impact of disasters and climate change on food security and nutrition. | Country Capacity Strengthening |
| SO 3: By 2025 populations at risk of multiple forms of malnutrition benefit from increased national capacity to design and implement programmes that enhance access to and promote positive behaviours on healthy diets and prevent stunting and other nutritional deficiencies . | Activity 3: Undertake policy engagement, technical assistance and advocacy for healthy diets as a means of preventing all forms of malnutrition. | Country Capacity Strengthening |

Source: IRM analytics, data extracted on 05/01/2024

24. The CSP was approved with an original Needs Based Plan (NBP) of 15,828,623 USD and was not subject to any budget revision. Overall, the resources are distributed evenly across the three SOs: (i) (36%) to SO2, (i) 32.5% to SO 1 and (i) 30% to SO 3.

25. As of January 2024, the Country Portfolio Budget (CPB) is funded at 56%%, with the main funding sources coming from Flexible Funding (21.6%) followed by the Government of Indonesia (14.4%) the Emerging Donor Matching Fund (EDMF) (10.6%) and private donors (9.6%)¹⁹. The cumulative financial overview for the Indonesia CSP is provided in Table 2 below.

26. As a CCS-focused CSP, the WFP country office in Indonesia has no direct beneficiaries. According to the latest monitoring data, WFP was able to provide technical assistance on remote sensing data to 46 government officials in 2021 as well as trainings on logistics management to 650 community volunteers²⁰. In 2022, WFP delivered 20 training session and worked on the development of specific tools such as seasonal monitoring bulletins and platform to facilitate real time disasters impact monitoring for the government²¹. Finally, under strategic outcome 3, WFP reached over 2 million adolescents over a pilot healthy diet communication campaign²².

27. With regard to staffing, WFP country office in Indonesia counts a total of 46 staff (54% female and 46% male). Among those 83% are national staff and 17% international staff. WFP presence in Indonesia comprises one Country Office in Jakarta and one sub-office in Kupang, in East Nusa Tenggara province.

¹⁹ WFP, FACTory, *CSP Resource Situation for the Indonesia CSP 2021-2025*. The percentages refer to the share of the needs based plan. Accessed on January 11th 2024.

²⁰ WFP, *Annual Country Report for Indonesia*, 2021.

²¹ WFP, *Annual Country Report for Indonesia*, 2022.

²² *ibidem*

Table 2: CSP Indonesia 2021-2025 cumulative financial overview

| Focus Area | SO | Activity | Original NBP | % on total | Cumulative allocated resources | Resourcing level | Expenditures |
|---------------------|------|----------|-------------------|-------------|--------------------------------|------------------|------------------|
| | | | USD million | | USD million | | USD million |
| Root Causes | SO 1 | Act.1 | 3,606,249 | 23% | 2,543,815 | 71% | 2,252,627 |
| Resilience Building | SO 2 | Act. 2 | 4,062,576 | 26% | 1,954,322 | 48% | 1,564,501 |
| Root Causes | SO 3 | Act. 3 | 3,387,027 | 21% | 2,907,187 | 86% | 1,487,322 |
| Non-SO specific | | | 4,772,771 | 30% | 1,423,314 | 30% | 1,656,449 |
| TOTAL | | | 15,828,623 | 100% | 8,828,639 | 56% | 6,960,900 |

Source: [EV_CPB Resources Overview](#) report. Data extracted on January 4th 2024.

4. Evaluation scope, criteria and questions²³

28. The unit of analysis of this evaluation is the CSP 2021-2025, understood as the set of SOs, outputs, activities and inputs that were included in CSP document approved by WFP EB, as well as any subsequent budget revisions.

29. The evaluation will focus on assessing progress towards the CSP's expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in Indonesia, particularly as relates to relations with the national government and the international community.

30. The temporal scope of the evaluation should cover the period since the cut-off date of the data collection of the previous CSPE, mid-2019: while the evaluation will focus primarily on the current CSP 2021-2025, the tail-end of the previous CSP will be covered through a focus on strategic shifts/elements of

²³ EQ1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2.

continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2021-2025 design process (including use of evidence).

31. The evaluation will address four main questions common to all WFP (Table 3 below) CSPEs. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis.

Table 3: Evaluation questions

| EQ1 – To what extent and in what ways is the CSP evidence-based and strategically focused to address the institutional capacity needs on food security, nutrition, and emergency preparedness of the Government of Indonesia? | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 | To what extent was the design of the CSP informed by credible evidence (including by the evaluation of the previous CSP as relevant) and strategically and realistically targeted to address the food security, nutrition, and emergency preparedness institutional capacity needs of the Government as well as dimensions of climate change, anticipatory action and supply chain? |
| 1.2 | To what extent and in what ways was the CSP designed to support the UN cooperation framework and the SDGs? |
| 1.3 | To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions? |
| 1.4 | To what extent and in what ways did the CSP adapt and respond to evolving food security, nutrition and emergency preparedness country capacity needs and priorities, to ensure continued relevance during implementation? |
| EQ2 – What difference did the CSP make to food security and nutrition in Indonesia through its institutional capacity strengthening? | |
| 2.1 | To what extent did WFP achieve its coverage and outcome targets and in what ways did it contribute to the expected outcomes of the CSP, particularly with regard to Government's emergency preparedness and disaster risk reduction and management (SO2) and malnutrition prevention and improvement of diets (SO3)? Were there any unintended outcomes, positive or negative? |
| 2.2 | To what extent did WFP contribute to achievement of cross-cutting aims (protection and AAP; GEEW; nutrition integration; environment and other issues as relevant)? |
| 2.3 | To what extent are the enhanced food security, nutrition and emergency preparedness country capacities envisaged by the CSP likely to be sustainable, in particular from a financial, social and institutional perspective? |
| EQ3: To what extent has WFP used its resources efficiently? | |
| 3.1 | To what extent were the CSP outputs delivered, and related budget spent within the intended timeframe? |
| 3.2 | To what extent and in what ways did the CO reprioritize its country capacity strengthening efforts to optimize limited resources and ensure continued relevance and effectiveness in view of eventual funding gaps? |
| 3.3 | To what extent was the CSP delivered in a cost-efficient manner? |

| EQ4: What are the critical factors, internal and external to WFP, explaining performance and results? | |
|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1 | To what extent and in what ways has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP? |
| 4.2 | How well and in what ways did WFP establish and leverage strategic and operational partnerships to maximize efficiency, effectiveness and sustainability of WFP 's supported interventions? |
| 4.3 | <p>What role have the following factors played:</p> <ul style="list-style-type: none"> - Adequacy of human resources - Innovation in the CSP design and implementation leading to greater efficiency and effectiveness. - Adequate availability and use of monitoring data to track progress and inform decision making. - Covid pandemic (April 2020 – June 2023) - Other internal or external factors |

32. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability.

33. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

34. At this ToR stage, more clear **learning needs** at the CO level have emerged in the areas of WFP's engagement in Government's emergency preparedness and disaster risk reduction and management (SO2), as well as in malnutrition prevention and improvement of diets (SO3). This is in light of the fact that WFP's efforts in supporting evidence generation around food and nutrition security (SO1) will be already evaluated through a **decentralized evaluation planned for early 2024**, which is expected to provide relevant insights for the CSP evaluation.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

35. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. 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 assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).

36. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. 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.

37. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.

38. The CSPE will adopt a **mixed methods approach**, whereby 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 lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

39. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#) in line with the approach proposed in these terms of reference. 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. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.

40. The methodology should aim at data disaggregation by sex, age, disability status, nationality 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 inception stage to conduct a stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.

41. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.²⁴

5.2. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

²⁴ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

42. This CSPE will be able to build on several sources of secondary evidence. Source: WFP, ACRs 2021 - 2022

43.

44.

46. Annex 2 List of relevant Previous Evaluations and Audits provides a list of previous CSPE and any evaluations and audits covering the evaluation period. Furthermore, thematic assessment reports, strategic reviews and additional studies from national institutions (i.e. National Institute of Statistics) and international organizations (i.e. World Bank, Asian Development Bank) are also available.

47. 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 the Office of Evaluation.

48. At this stage, a rapid evaluability analysis identified the following evaluability assessment considerations:

- i. The CSP includes a total of 5 outcome indicators and 12 output indicators to be reported on three outcomes and two cross-cutting results. A rapid analysis of the outcome indicators for the CSP identified that 4 out of 5 outcome indicators were fully reported for both 2021 and 2022 with no inconsistencies across baselines, targets and follow up values. With reference to output indicators, all of them are fully reported on actual and target values.
- ii. There are no quantitative indicators available for the two cross cutting results, which may pose some challenges to their evaluability. In addition, it is difficult to find precise indicators to monitor CCS results and this may also cause some difficulties for its measurement during the data collection phase.

49. Finally, it should also be noted that the evaluation is conducted during the penultimate year of the CSP and this has implications for the completeness of results reporting and attainment of expected outcomes.

50. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3. ETHICAL CONSIDERATIONS

51. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.²⁵ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).²⁶ This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

52. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Indonesia Country Strategic Plan, have no vested interest, nor have any other potential or perceived conflicts of interest.²⁷

²⁵ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

²⁶ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

²⁷ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of

53. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.²⁸

54. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. QUALITY ASSURANCE

55. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

56. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

57. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.

58. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

²⁸ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

59. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 4: Summary timeline – key evaluation milestones

| Main phases | Timeline | Tasks and deliverables |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.Preparation | March 2024 April 2024 | Final ToR Evaluation team and/or firm selection & contract |
| 2. Inception | MayJune 2024 July 2024 | Inception mission (in-country – 5 working days for the TL) Inception report |
| 3. Data collection | August 2024 | Evaluation data collection mission and exit debriefing (in-country – 15 working days for the 3 members of the team) Analysis workshop Evaluation Team + OEV Evaluation Manager and RA (half a day - virtual) Data collection debriefing (virtual) |
| 4. Reporting | September-October 2024 November-December 2024 January - Feb 2025 February-March 2025 March - April 2025 | Report drafting Comments process Stakeholder workshop (in-country – 4 days for the team leader) Final evaluation report Summary evaluation report validated by Team Leader |
| 5. Dissemination | Mid-2025 Late 2025 | Management response and Executive Board preparation (EB.2/2025) Wider dissemination |

6.2. EVALUATION TEAM COMPOSITION

60. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of **maximum three/ four members including a team leader (senior evaluator), a senior thematic expert and a research analyst (medium level expert) and one Indonesian national consultant**.

The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (Bahasa Indonesia and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, and wider inclusion

issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 5: Summary of evaluation team and areas of expertise required

| Areas | Expertise required |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Team Leadership | <ul style="list-style-type: none"> • Team Management, coordination, planning, ability to resolve problems and deliver on time • Strong presentation skills and excellent writing skills • Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations • Experience with applying theory based mixed methods approaches • Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states. • Experience in upper middle income contexts |
| Thematic expertise | <ul style="list-style-type: none"> • Institutional capacity strengthening • Policy engagement and advocacy • Disaster risk reduction and management • Food security analysis • Climate change adaptation • Malnutrition prevention and social behaviour change communication |
| Research Assistance | <ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, mobile phone survey design, analysis of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking. |
| Quality assurance and editorial expertise | <ul style="list-style-type: none"> • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) • Experience in quality assurance of written technical reports and briefs |

6.3. ROLES AND RESPONSIBILITIES

This evaluation is managed by the WFP Office of Evaluation. Philippa Morgan has been appointed as evaluation manager (EM) and Silvia Pennazzi Catalani has been appointed as OEV research analyst. Neither have worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Alexandra Chambel, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2025.

61. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters 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.

62. The country office will facilitate the evaluation team's contacts with stakeholders in Indonesia; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Lukman Hakim has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP CO staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

63. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

6.5. 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 be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

64. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

65. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2025. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.6. THE PROPOSAL

66. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital:

- In-country inception mission - budget for 5 working days for the TL
- Evaluation data collection mission and exit debriefing – budget for 15 working days for the 3 members of the team. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
- Analysis workshop Evaluation Team + OEV Evaluation Manager and RA – budget for half a day - (virtual)
- Stakeholder workshop - budget for 4 working days for the TL

67. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

68. All evaluation products will be produced in English.

69. Proposals should build in sufficient flexibility to deal with possible risks e.g., flare-up of civil unrest / conflict.

70. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annex 1: Overview of performance data availability

| Table 6: Country Strategic Plan Indonesia 2021 205 logframe analysis | | | | |
|----------------------------------------------------------------------------|-------------------------|--------------------|--------------------------|-------------------|
| Logframe version | | Outcome indicators | Cross-cutting indicators | Output indicators |
| v 1.0 | Total nr. of indicators | 5 | 2 | 12 |
| Total number of indicators that were included across all logframe versions | | 5 | 2 | 12 |

Source: COMET, CM-L010 report. Data extracted on 04/01/2024

| Table 7: Analysis of results reporting in Indonesia annual country reports 2021-2022 | | | | |
|--------------------------------------------------------------------------------------|------------------------------------------------------|----------|----------|--------------------|
| | | ACR 2021 | ACR 2022 | ACR 2023 (pending) |
| Outcome indicators | | | | |
| | Total number of indicators in applicable logframe | 5 | 5 | |
| Baselines | Nr. of indicators with any baselines reported | 4 | 4 | |
| Year-end targets | Nr. of indicators with any year-end targets reported | 4 | 4 | |
| CSP-end targets | Nr. of indicators with any CSP-end targets reported | 4 | 4 | |
| Follow-up | Nr. of indicators with any follow-up values reported | 4 | 4 | |
| Cross-cutting indicators ²⁹ | | | | |
| | Total number of indicators in applicable logframe | | | |
| Baselines | Nr. of indicators with any baselines reported | - | - | - |
| Year-end targets | Nr. of indicators with any year-end targets reported | - | - | - |
| CSP-end targets | Nr. of indicators with any CSP-end targets reported | - | - | - |

²⁹ No Quantitative Indicators available for cross-cutting indicators for both 2021 and 2022.

| | | | | |
|--------------------------|------------------------------------------------------|----|----|---|
| Follow-up | Nr. of indicators with any follow-up values reported | - | - | - |
| Output indicators | | | | |
| | Total number of indicators in applicable logframe | 12 | 12 | |
| Targets | Nr. of indicators with any targets reported | 12 | 12 | |
| Actual values | Nr. of indicators with any actual values reported | 12 | 12 | |

Source: WFP, ACRs 2021 - 2022

Annex 2 List of relevant Previous Evaluations and Audits

| Title | Year | Type |
|-------------------------------------------------------------------------------|------|-----------------------------------|
| Evaluation of Indonesia WFP Country Strategic Plan 2017-2020 | 2021 | Country Strategic Plan Evaluation |
| An Evaluation of the 2012 – 2015 Local Food-Based School Meal Program (LFBSM) | 2016 | Decentralized |
| An Evaluation of the 2012 – 2015 Maternal & Child Nutrition (MCN) Program | 2016 | Decentralized |
| Indonesia: An evaluation of WFP's Portfolio | 2014 | Country Portfolio Evaluation |

Annex 3: Acronyms

| Abbreviation | Description |
|-----------------|-------------------------------------------------|
| AAP | Accountability to Affected Population |
| ACR | Annual Country Report |
| AESEAN | Association of South-East Asian Nations |
| BSAFE | BSafe Training Course |
| CCS | Country Capacity Strengthening |
| CO | Country Office |
| COMET | Corporate Monitoring and Evaluation Tool |
| COVID-19 | Corona Virus Disease 2019 |
| CPB | Country Portfolio Budget |
| CSP | Country Strategic Plan |
| CSPE | Country Strategic Plan Evaluation |
| DAC | Development Assistance Committee |
| EB | Executive Board |
| EDMF | Emerging Donors Matching Fund |
| EM | Evaluation Manager |
| FAO | Food and Agriculture Organization |
| GEWE | Gender Equality and Women Empowerment |
| HQ | Headquarters |
| IDP | Internally Displaced Persons |
| IFAD | International Fund for Agricultural Development |
| IRM | Resource Management Analytics Platform |
| LFBSM | Local Food-Based School Meal Program |
| MCN | Maternal & Child Nutrition |
| NBP | Needs Based Plan |

| Abbreviation | Description |
|---------------|-------------------------------------------------------|
| NGO | Non-Governmental Organization |
| OECD | Organization for Economic and Cooperation Development |
| OEV | Office of Evaluation |
| OIGI | Office of Inspection and Investigation |
| PHQA | Post Hoc Quality Assessment |
| PKH | Program Keluarga Harapan |
| QA1 | Quality Assurance Level 1 |
| QA2 | Quality Assurance Level 2 |
| RA, | Research Analyst |
| RPJMN | National Medium-Term Development plan for 2020–2024 |
| SDG | Sustainable Development Goals |
| SO | Strategic Outcome |
| SSAFE | Ssafe Course Surge Deployment |
| TOR | Terms of References |
| UN | United Nations |
| UNEG | United Nations Evaluation Group |
| UNICEF | United Nations Children Fund |
| US | United States |
| USD | United States Dollars |
| VAM | Vulnerability Assessment and Monitoring |
| WFP | World Food Program |
| WHO | World Health Organization |

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