



WFP EVALUATION



World Food Programme

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Evaluation of Indonesia WFP country strategic plan 2021-2025

Centralized evaluation report – Volume II Annexes

OEV/2024/006
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Annex 1: Summarized terms of reference

Indonesia: An Evaluation of WFP's Country Strategic Plan (2021–2025)

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; and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

The evaluation will cover all WFP activities (including cross-cutting results) since the cut-off date of the data collection of the previous CSPE, mid-2019, while the evaluation will focus primarily on the current Country Strategic Plan (CSP) 2021–2025 in order to better assess the extent to which changes have taken place with the introduction of the CSP.

The evaluation will assess WFP contributions to CSP strategic outcomes, 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 evaluation will also focus on adherence to humanitarian principles, protection and gender issues and accountability to affected populations.

The evaluation will adopt the norms and standards of the United Nations Evaluation Group (UNEG) and the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC), namely: relevance, efficiency, effectiveness, sustainability, as well as coherence as applicable.

Objectives and users of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders and presents an opportunity for national, regional, and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders. It presents an opportunity for the Country Office to benefit from an independent assessment of its operations and to use the evaluation evidence to inform people about the design of the new CSP. The

evaluation report will be presented at the Executive Board session in November 2025.

Key evaluation questions

The evaluation will address the following four key questions:

Question 1: 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? The evaluation team will reflect on the extent to which: WFP analyses or uses existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP; the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals; the CSP is coherent and underpinned by a theory of change, and it is aligned with the wider UN Frameworks; the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; and WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

Question 2: What difference did the CSP make to food security and nutrition in Indonesia through its institutional capacity strengthening? The evaluation team will reflect to the extent to which: WFP delivers expected outputs and contributes to the expected CSP strategic outcomes, including institutional capacity building for food security, nutrition and emergency preparedness; WFP contributes to achievement of cross-cutting aims (protection and Accountability to Affected Populations (AAP); gender equality and empowerment of women (GEEW); nutrition integration; environment and other issues as relevant); and the achievements of the CSP are likely to be sustainable.

Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation team will reflect on: whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-

efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

Question 4: What are the critical factors, internal and external to WFP, explaining performance and results? The evaluation team will reflect on the extent to which: WFP has been able to mobilize adequate, predictable and flexible resources; WFP has been able to leverage operational partnerships; the CSP leads to partnerships and collaborations with other actors that positively influenced performance and results; the CSP provides greater flexibility in dynamic operational contexts, and how it affected results; and other factors influencing WFP performance and the strategic shift expected by the CSP.

Scope and methodology

The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the WFP Executive Board, as well as any subsequent approved budget revisions.

The evaluation will adopt a mixed-methods approach. This implies 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.

In line with this approach, data will be collected through a mix of primary and secondary sources with different techniques including: desk review, 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.

Roles and responsibilities

Evaluation team: The evaluation will be conducted by a team of independent evaluators and thematic experts with relevant expertise for the Indonesia CSP.

Evaluation Manager: The evaluation will be managed by Ms Philippa Morgan, Evaluation Officer in the WFP Office of Evaluation. Philippa will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. The second level of quality assurance will be provided by Ms Alexandra Chambel, Senior Evaluation Officer.

Stakeholders: WFP stakeholders at country, regional and headquarters level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other United Nations agencies will be consulted during the evaluation process.

Communications

An internal reference group composed of key WFP staff from the Indonesia Country Office, the Regional Bureau, and Headquarters, plays an advisory role, and will review and provide feedback on evaluation products.

Preliminary findings will be shared with WFP stakeholders in the country office, the regional bureau, and headquarters during a debriefing session at the end of the fieldwork. A country learning workshop will be held to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

While all evaluation products will be produced in English, arrangements for local translators during fieldwork may be required.

Timing and key milestones

Inception phase: May–September 2024

Fieldwork dates: September - October 2024

Fieldwork debrief: October 2024

Reports: Draft report October 2024, final report February 2025

Learning workshop: January 2024

Executive Board: November 2025

Annex 2: Evaluation timeline

Phase 2 – Inception		Roles	Indonesia
	Team preparation, literature review prior to headquarters briefing	Team	
	Kick off meeting with Office of Evaluation (OEV)	QA2 + Evaluation Manager (EM) + research assistant (RA) + team	22 May
	Inception briefing with headquarters units	Headquarters and regional bureau	12 June
	Inception mission (in-country)	Team Leader (TL) + OEV EM + RA (tbc)	24–28 June
	Submit draft inception report (IR) -D0	TL	26 July
	EM+RA D0 revision	EM + RA	30–31 July
	QA2 D0 revision	QA2	1–2 August
	Comments integration by TL	TL	3–12 August
	Submit draft inception report D1	TL	13 August
	EM + RA D1 review	EM + RA	14–16 August
	QA2 check	QA2	19–21
	Deputy Director of Evaluation (DDoE) revision	DDoE	19–21 August
	Comments integration by TL and shared	TL	26 August
	EM circulates draft IR and comments matrix to country office for comments	EM	26 August–2 September
	Submit revised IR + comments matrix with responses to comments	TL	6 September
	IR review	EM + RA	9–11 September
	Final approval by QA2	QA2	11–13 September
	EM circulates final IR to WFP key stakeholders for their information	EM	14 September
Phase 3 – Data collection, including fieldwork ¹		Roles	
	In-country data collection	Team	23 September–9 October
	Exits debrief (PPT)	TL	9 October
	Analysis workshop (half day – virtual)	Evaluation team + EM + RA	TBC
	Preliminary findings debrief	Evaluation team + country office (CO) + OEV	23 October
Phase 4 – Reporting		Roles	
0 Draft 0.00	Submit high-quality draft evaluation report (ER) to OEV (after the company's quality check)	TL	22 November
	OEV EM quality review	EM + RA	25–26 November
	OEV QA2 quality review	QA2	27–29 November
Draft 1	Submit revised draft ER to OEV	TL	5 December
	DDoE window to review D1	DDoE	6–12 December
	Evaluation team adjustments to address DDoE comments received	Evaluation team	17 December
	EM check whether DDoE comments have been adequately addressed	EM + RA + QA2	17–20 December

¹ A minimum of six weeks should pass between submission of the inception report and the start of the data collection phase.

	Seek clearance prior to circulating the ER to Internal Reference Group (IRG)	DDoE	10 January 2025
	OEV shares draft ER with IRG for feedback	EM/IRG	10-17 January 2025
	Consolidate IRG comments and share with team	EM	20 January 2025
	Stakeholder workshop in country	EM + QA2 + TL	28-31 January 2025
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	Evaluation team	13 February 2025
Draft 2	OEV EM quality review D2	EM + RA	13-14 February 2025
	OEV QA2 quality review	QA2	17-19 February 2025
	Submit final draft ER to OEV	TL	19-21 February 2025
Draft	OEV EM quality review D3	EM + RA	24-26 February 2025
	OEV QA2 quality review	QA2	26-28 February 2025
	Seek final approval by DDoE	DDoE	28-7 March 2025
Summary Evaluation Report (SER)	Draft summary evaluation report	EM	11-14 March 2025
	Seek SER validation by TL	EM	17 March 2025
	QA2 quality review and approval	QA2	18-20 March 2025
	Seek Director of Evaluation (DoE)/DDoE clearance	DoE/DDoE	20-27 March 2025
	OEV circulates ER and SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	5 April 2025
	Review copy editing of the ER	EM + RA	20 April 2025
	Tag recommendations of the ER	EM	May 2025
Phase 5 – Executive Board (EB) and follow-up		Roles	
	Presentation and discussion of SER at EB round table	DoE	July 2025 (TBC)
	Presentation of summary ER to the informal session of the EB	DoE	October 2025 (TBC)
	Presentation of summary ER and management response to the formal session of the EB	DoE	November 2025

Annex 3: Detailed stakeholder analysis

Stakeholder	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country-level planning and implementation of the current Country Strategic Plan (CSP). The country office (CO) has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	Primary stakeholder: CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft Evaluation Report (ER), and management response to the Country Strategic Plan Evaluation (CSPE).	Senior CO management, heads of strategic outcomes (SOs), Strategic Partnerships and Communications, Monitoring and Evaluation (M&E), and other units as relevant. Head field office and field office staff.
Regional bureau	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Indonesia in the WFP corporate and regional plans and strategies. Given the strong regional collaboration and national government prioritization of regional partnerships and markets, it will be especially relevant for the RBB to apply learning to other country offices, including neighbouring WFP COs.	Primary stakeholder: Staff from the RBB will be key informants and interviewees during the inception and main mission, will provide comments on the ER, and will participate in the debriefing at the end of the evaluation mission. Staff will have the opportunity to comment on the Summary Evaluation Report (SER) and management responses to the CSPE. Selected regional bureau and headquarters staff might be interested in participating in the CSPE workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Senior regional bureau management, members of the Internal Reference Group (IRG) and other technical and senior staff as relevant.
WFP technical divisions	WFP technical units such as programme policy, Emergency Preparedness and Response (EPR), school feeding, nutrition, gender, cash-based transfer (CBT), vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons	Primary stakeholder: The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. As part of the IRG, they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. They will brief the evaluation team during the inception phase	Programme, Climate and Resilience Unit and Nutrition and Food Quality Unit – headquarters

	relevant to their mandates. These stakeholders will use recommendations for the design or update of WFP's strategies and policies.	and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report.	
WFP senior management	WFP senior management is expected to have an interest in learning from the evaluation results because of the importance and uniqueness of the Indonesia CSP and activities as an enabler of results achieved. The CSP is relatively unique in that a high percentage of funding comes from flexible funding rather than donor contributions. Lessons from the evaluation may inform future use of flexible funding.	Primary stakeholder: WFP senior management will have an opportunity to receive the SER for information and will provide a management response to the CSPE recommendations.	Members of the Oversight and Policy Committee (OPC) Members of the Multilateral Budget Committee
WFP Executive Board (EB)	The EB has an accountability role, and an interest in potential wider lessons from the evolving context of Indonesia and about WFP roles, strategy and performances.	Secondary stakeholder: Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Indonesia.	EB member delegates
Office of Evaluation (OEV)	The OEV will review and publish the evaluation brief on WFPgo and the WFP.org evaluation websites, ensuring dissemination of findings and recommendations to the wider, public audience.	Secondary stakeholder: The OEV will have the opportunity to review the SER.	
Internal Reference Group (IRG)	The IRG is responsible for contributing to the credibility, utility and impartiality of the evaluation. As key stakeholders in the evaluation, they will be engaged throughout the evaluation process to provide essential feedback to contribute to the accuracy of data used in the evaluation and resulting analysis. Their engagement will also enhance ownership, and ultimately impact on use of the evaluation findings.	Primary stakeholder: The IRG will review and comment on the draft ER, and management response to the CSPE. They will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report	IRG members
External stakeholders			

National government	The government stakeholders drive national policy, strategy and operations, which in turn directly impacts how WFP operates and engages in the country. Line ministries have an interest in programme effectiveness, results and sustainability through continuous ownership of initiatives, strong political support, and flow of resources. The CSPE can provide useful lessons and should enable national 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 CSP and United Nations Sustainable Development Cooperation Framework (UNSDCF).	Primary: Interviews with both policy and technical levels and feedback sessions	Ministry of National Development Planning Ministry of Social Affairs National Disaster Management Agency Meteorological, Climatological, and Geophysical Agency National Food Agency Ministry of Health Ministry of Education Ministry of Agriculture National Statistics Agency
Subnational government	Subnational governments have an interest in programme effectiveness, results and sustainability through continuous ownership of initiatives, strong political support at various levels, and flow of resources.	Primary: Interviews with both policy and technical levels and feedback sessions	Provincial Development Planning Agency Provincial Disaster Management Agency Head of Provincial Government Head of Provincial Office of Health Head of Provincial Office of Education Head of Provincial Office of Agriculture
United Nations country team	WFP works closely with other United Nations agencies. The United Nations country team's coordinated action should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts.	Primary: Interviews with both policy and technical levels and feedback sessions	Food and Agriculture (FAO), International Fund for Agricultural Development (IFAD), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and UNICEF
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food	Primary: Interviews with both policy and technical levels and feedback sessions	Australia, Indonesia, private donors, Emerging Donor Matching Fund (EDMF)

	insecurity for the most vulnerable, and whether the work has contributed to their own strategies and programmes.		
Cooperating partners and non-governmental organizations (NGOs)	Under the CSP, WFP does not provide direct intervention and therefore has no cooperating partners in food assistance programmes. WFP does collaborate with Organisasi Harapan Nusantara (OHANA), an NGO that specializes in disability inclusion, and research institutes for studies. They are interested in learning from the findings and recommendations of the evaluation and applying them to their future implementation modalities, strategic orientations and partnerships, and to enable enhancement for partnerships between WFP and cooperating partners, clarifying mandates and roles and accelerating progress towards replication and handover.	Primary: Interviews with both policy and technical levels and feedback sessions.	OHANA, International Committee of the Red Cross (ICRC), SMERU, other academic and research institutions
Private sector partners	WFP Indonesia receives funding from a number of private sector partners. The findings and recommendations of the CSPE might affect future strategic orientations and partnerships.	Primary: Interviews with both policy and technical levels and feedback sessions.	Cargill (a multinational agribusiness)

Annex 4: Additional context details

1. **National policies and frameworks:** Indonesia's national development planning is organized across five levels:²

- **National Long-Term Development Plan (Rencana Pembangunan Jangka Panjang Nasional – RPJPN):** covers 20 years. Ministers prepare the draft of the RPJPN before it is discussed in the development planning discussion forum (Musyawarah Perencanaan Pembangunan-Musrenbang) to get feedback from stakeholders and refine the plan before it is finalized by the cabinet. They submit it to the president, who proposes it to the legislative.
- **National Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional – RPJMN):** covers a five-year period and is developed based on the RPJPN.
- **Strategic plan of ministries/institutions (Rencana Strategis Kementerian/Lembaga – Renstra K/L):** covers a five-year period.
- **Annual government workplan (Rencana Kerja Pemerintah).**
- **Annual ministries/institutions workplan (Rencana Kerja Kementerian/Lembaga)**

2. **The new RPJPN (2025–2045) and the RPJMN (2025–2029) are under development (currently in their final draft).**³ The country set five main targets: (i) income per capita equivalent to developed countries; (ii) zero percent poverty and reduced inequality; (iii) improved leadership and influence in the international arena; (iv) increased human resource competitiveness; and (v) decreased greenhouse gases to net zero emissions. These visions and goals are formulated in 17 directions, 8 missions and 45 Key Development Indicators. The main vision for the RPJMN revolves around the areas of economic improvement, poverty reduction, strengthening of human resources, climate and leadership.⁴

3. **Social protection:** Within the current RPJMN, the Government of Indonesia has an array of social protection schemes, some of which have been directly affected by WFP's programming under the Country Strategic Plan (CSP) 2021–2025. In relation to WFP's work in country, the government's food assistance scheme (Sembako) and conditional cash transfer scheme, Family Hope Programme (PKH) are relevant. Additional social protection schemes include an unconditional cash transfer scheme, Direct Cash Support (BLSM/BLT), an additional cash transfer scheme targeting poor and at-risk students in primary to high school (PIP) and university (KIP), training schemes for job seekers (Kartu Pra Kerja), an electricity and cooking gas subsidy, assistance for microenterprises – Ultra Microcredit (UMi) – subsidies for the national health insurance scheme (JKN-PBI), and social assistance for housing.

4. **Food security and nutrition:** A series of legal mechanisms and policies have been established to promote increased food security and nutrition. Notable among these were a 2007 Disaster Management Law 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. Furthermore, the Government Regulation of the Republic of Indonesia Number 17 of 2015 addresses food security and nutrition to ensure that food and nutrition needs are met at both the state and individual levels. Finally, a 2017 Presidential Decree put in place the Food and Nutrition Strategic Policy aimed at improving community nutritional status and strengthening food and nutrition-related institutions.

5. In 2015, the Government of Indonesia launched a Healthy Lifestyle Movement. The programme is based on preventative and promotive measures, although it also includes some 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 at reaching universal coverage by 2019. As of 31 December 2023, the National Health Insurance Programme coverage was reported to have reached 95.75 percent of the total population.

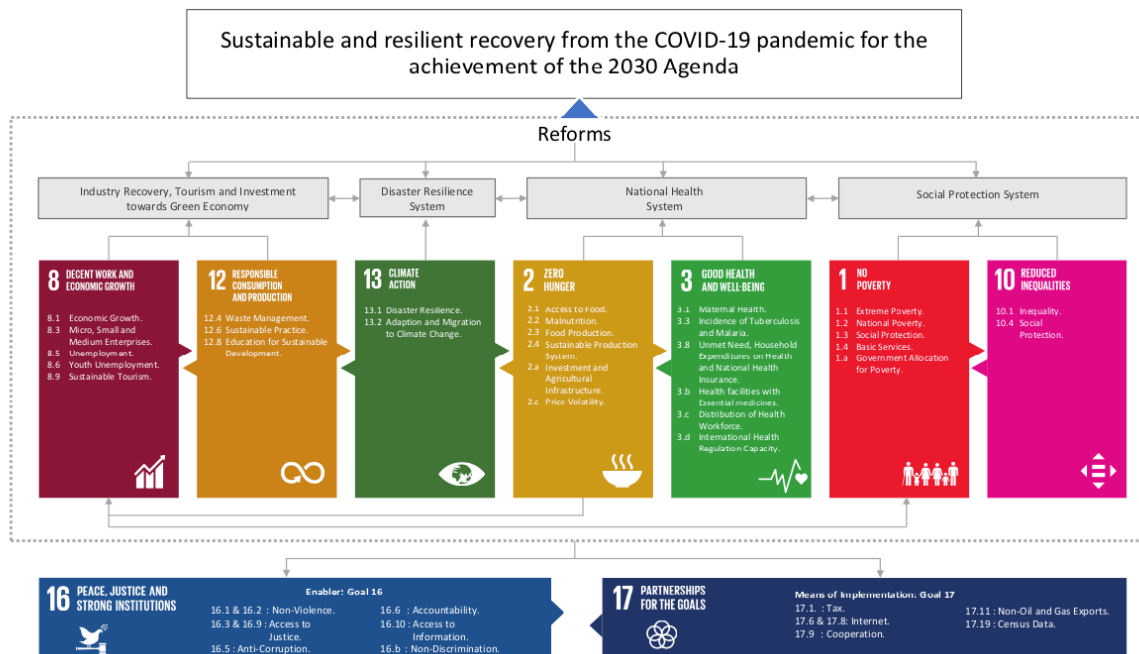
² For details on their interrelationships see: [Bappenas website](#).

³ Bappenas. 2024. [Rancangan Akhir Rencana Pembangunan Jangka Panjang Nasional 2025-2045](#).

⁴ RPJMN (<https://www.bappenas.go.id/en>)

6. **Sustainable Development Goals (SDGs):** The Government of Indonesia is committed to the SDGs and has developed a framework of reforms (see Figure 7).

Figure 1: Indonesia's SDG framework of reforms



Source: Indonesia Voluntary National Review (VNR) 2021

Socioeconomic conditions

7. The latest Voluntary National Review (VNR)⁵ and indicator update in 2023⁶ cited progress. Achievements are higher for SDG 17 where most indicators are already achieved. Progress is somewhat less positive for SDG 2 with only 5 of 17 indicators achieved (Table 34).⁷ Indonesia is lagging on the reduction of malnutrition and undernourishment rates (indicators 2.1 and 2.2), as well as mobilization of funding and operationalizing technology and science banks, technology, and innovation capacity building mechanisms (indicators 17.3 and 17.8).

Table 34: SDG 2 and SDG 17 indicator progress

	No data	Needs special attention	On track	Achieved	Total
SDG 2	7	5	0	5	17
SDG 17	2	4	2	17	25

Source: Bappenas (2023). Laporan Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan 2023

⁵ Ministry of National Development Planning. 2021. Indonesia's Voluntary National Review (VNR) 2021. SDG Knowledge Platform. Voluntary National Reviews Database, 1–433. <http://sdgs.bappenas.go.id/dokumen/>

⁶ Bappenas. 2023. Laporan Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan 2023. <https://sdgs.bappenas.go.id/website/wp-content/uploads/2023/11/Laporan-tahunan-SDGs-2023.pdf?>

⁷ Ibid. Annex 2 includes further details.

Figure 2: Provincial Human Development Index (HDI) in Indonesia



Source: Statistics Indonesia (BPS) extracted 15 July 2024.

Disasters, climate change and preparedness

8. 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 period of the current Country Strategic Plan (CSP) 2021–2025, and since the evaluation of the previous CSP in mid-2019, Indonesia has experienced more than 20,000 disasters.⁸ The most recent and devastating ones being the Mamuju earthquake (2021) and Seroja Cyclone (2021). These disasters resulted in heavy damages to infrastructure and the displacement of more than 100,000 people (approximately 94,500 people from the earthquake and 11,406 people from the cyclone) and death of 273 people (92 people from the earthquake and 181 people from the cyclone).⁹ In both cases the Indonesian National Disaster Management Agency – Badan Nasional Penanggulangan Bencana (BNPB) – provided emergency response with provincial government involvement in assessments, coordination and provision of humanitarian assistance. Beyond disasters, deforestation and climate change are expected to 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.

Food security, nutrition, and health

9. Progress is reported on key nutrition indicators based on a national government survey (Survei Kesehatan Indonesia) released in 2023.¹⁰ The survey reported that, for children aged under 5 years: the stunting prevalence decreased to 21.5 percent (from 30.8 percent in 2018);¹¹ wasting from 10.2 to 8.5 percent; and overweight or obese rates decreased to 4.2 percent (compared to 8 percent in 2018). Overweight and obesity rates in adults were 14 percent and 24 percent, respectively.¹² Anaemia affected over a quarter (27.7 percent) of all pregnant women in 2023.¹³ Geographic disparities followed the same pattern as poverty, with worse outcomes in Nusa Tenggara Timur (NTT) and Papua. For example, more than 30 percent of children in NTT and Papua were stunted.

Gender and inclusion

10. Indonesia ranks 100th out of 146 countries in the Gender Inequality Index (GII),¹⁴ with significant geographic variation. For instance, in 2023 the GII of Yogyakarta province was 0.142, while that of West Nusa Tenggara province was 0.650.¹⁵ Access to adequate health services remains a challenge and the maternal mortality ratio remains relatively high compared to other middle-income countries.

⁸ BNPB. 2024. [Indonesia data](#).

⁹ ReliefWeb. 2021. [Tropical Cyclone Seroja – Apr 2021](#); ReliefWeb. 2021.. [Indonesia: Earthquake – Jan 2021](#);

¹⁰ Kemenkes, BKKP. 2023. [Survei Kesehatan Indonesia \(SKI\) 2023](#).

¹¹ Kementerian Kesehatan RI, Badan Penelitian dan Pengembangan Kesehatan. Laporan Nasional Riskesdas 2018

¹² The evaluation team is aware that this is counterintuitive, and that the data may be reversed, but this is what is published in the official report.

¹³ Kemenkes, BKKP. 2023. [Survei Kesehatan Indonesia \(SKI\) 2023](#).

¹⁴ World Economic Forum. 2023. [Global Gender Gap Report 2023: Insight report June 2023](#).

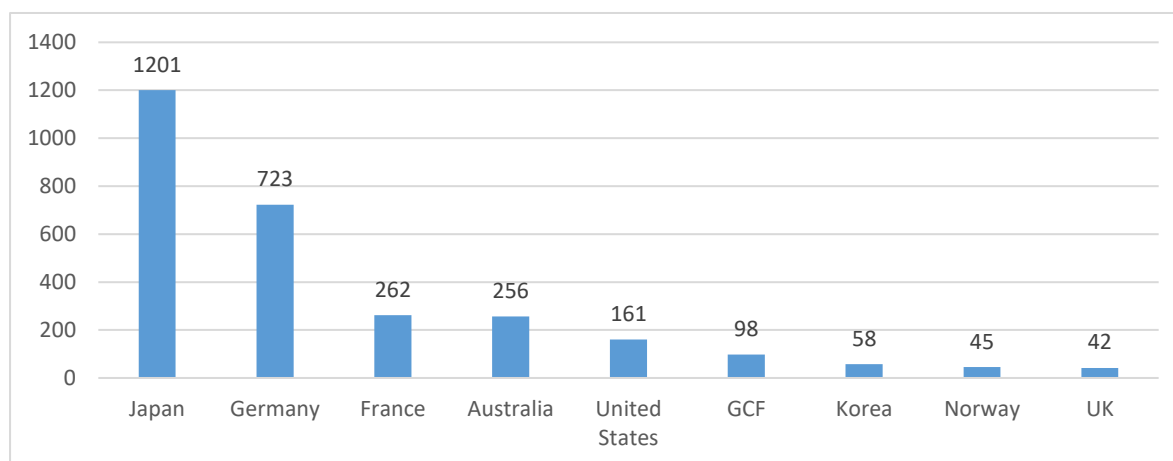
¹⁵ <https://www.bappenas.go.id/en>

11. Indonesia signed the Convention on the Rights of Persons with Disabilities in 2007 with formal confirmation in 2011.¹⁶ Disability prevalence in Indonesia is estimated at 5.3 percent based on analysis from the 2010 Population and Housing Census which was below the global average of 15 percent.¹⁷ This rate was re-examined by the 2019 National Socioeconomic Survey and found the figure at 9 percent – still below the global average. Rates are higher among adult females, rural residents and older persons. Persons with disabilities are significantly less likely to have attended primary school, be employed or have access to safely managed water, sanitation, fuel, electricity or adequate housing.¹⁸ The differing approaches and methodologies to measure disability creates challenges in reconciling and aggregating data.¹⁹ The United Nations and the National Bureau of Statistics are currently working to fill data gaps.

International assistance

12. Figure 9 depicts the relative average gross official development assistance (ODA) per donor.

Figure 3: Average gross ODA by donor²⁰ (by million USD)



Source: OECD

13. The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021–2025 is the principal strategy document drawn up between the United Nations and the Government of Indonesia. The UNSDCF is aligned with the objectives of the RPJMN 2020–2024 and articulates the United Nation’s collective actions through four strategic priorities: i) Inclusive Human Development, encompassing human capital and social development, cultural capital, fostering equality and social cohesion, as well as addressing gaps in health, food security and nutrition, water sanitation and hygiene, education, skills development and social protection; ii) Economic Transformation, aimed at facilitating an accelerated shift towards industry 4.0, creating jobs, enhancing women’s economic participation, leading to a higher value-added economy; iii) Green Development, Climate Change & Natural Disasters, focused on supporting Indonesia’s rapid transition towards low-carbon development, prioritizing climate change and natural resources management alongside reducing vulnerabilities to natural hazards; iv) Innovation, to accelerate progress towards the SDGs.

¹⁶ United Nations Treaty Collection. [Chapter IV Human Rights](#).

¹⁷ Disability Data Initiative. 2010. [Indonesia](#).

¹⁸ Ibid.

¹⁹ United Nations Indonesia. 2022. [UN report highlights disability gaps in Indonesia](#).

²⁰ Latest figures available from OECD are from 2021.

Annex 5: Summarized theory of change

Background

14. During the design of the current Country Strategic Plan (CSP), individual theories of change (ToCs) were developed for each strategic outcome (SO) in January 2020 for CSP 2021–2025. In 2022, these SO-specific ToCs were revisited and the discrete interventions under each activity were reprioritized. There is only one activity per SO in the retrofitted logframe, but interventions are categorized by themes. Table 35 is presented as historical background to describe the discrete interventions associated with each SO per the country office in 2022.

Table 1: Initial ToC intervention mapping

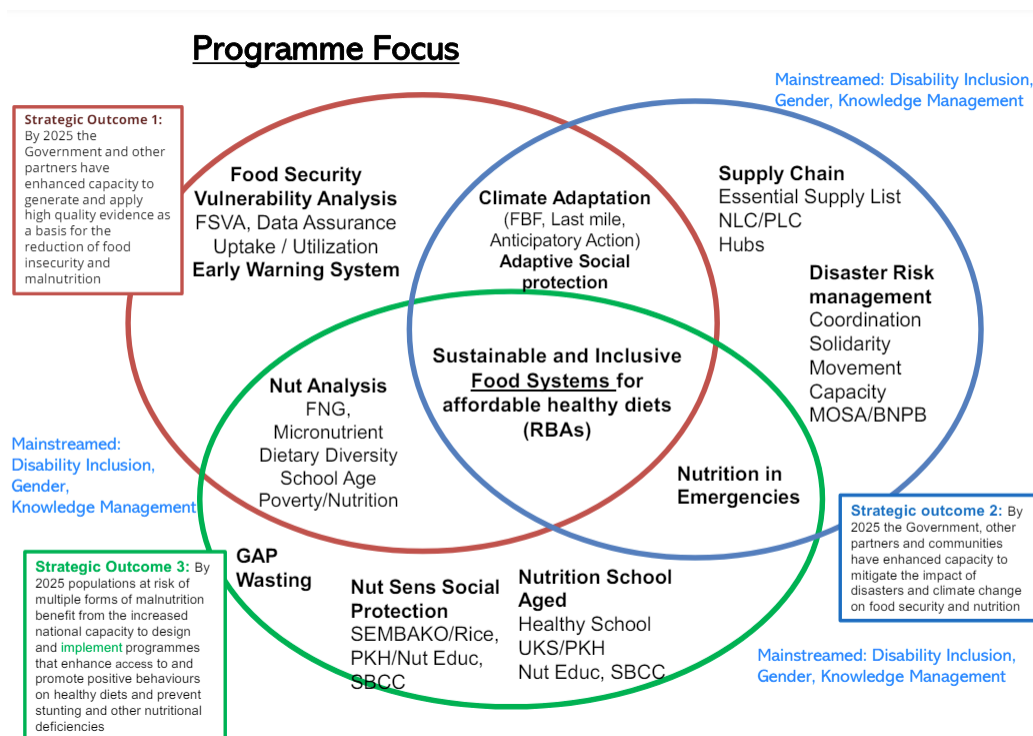
Strategic outcome	Themes	Interventions
SO1 (Food Security)	Food Security and Vulnerability Atlas (FSVA)	<ol style="list-style-type: none"> 1. Increase FSVA utilization to information policy 2. Validate and enhance methodology (Small Area Estimation) 3. Integrate nutrition analysis 4. Identify opportunities for inclusion and analysis of disability-related data 5. Enhance food security analysis through price monitoring bulletins 6. Conduct Mobile Vulnerability Analysis Mapping (mVAM) proof of concept
	Adaptive Social Protection (ASP) and Anticipatory Action	<ol style="list-style-type: none"> 1. Strengthen functionality of Platform for Real-Time Impact and Situation Monitoring (PRISM), including regional development, and integration of new data streams to support decision-making processes 2. Integrate PRISM and improve inter-operability within the e-Simba platform 3. Test thresholds and criteria for ASP in PRISM 4. Enhance capacity to utilize early warning data to inform ASP and anticipatory actions 5. Engage in and contribute evidence to inform ASP policy dialogue and implementation 6. Enhance data methodology and utilization of impact monitoring bulletins to inform policy dialogue and programming
	Nutrition Analysis	<ol style="list-style-type: none"> 1. Build coalition and commitment (resources) for micronutrient survey 2. Test dietary diversity for school-aged children indicator methodology
	Climate Analysis	<ol style="list-style-type: none"> 1. Enhance data methodology and utilization of seasonal bulletins to inform policy dialogue and programming 2. Mobilize resources and commitment for Consolidated Livelihood Exercise in Analysing Resilience (CLEAR+) analysis
SO2 (Disaster Risk Management)	Essential Supply Chain	<ol style="list-style-type: none"> 1. Engage in policy dialogue to enhance policy environment 2. Convene multisectoral stakeholders for coordination and advocacy 3. Strengthen capacity of National Logistics Cluster, focused on private-public partnerships for enhanced supply chain resilience 4. Convene stakeholders to support logistic hub coordination
	Climate Change Adaptation	<ol style="list-style-type: none"> 1. Identify entry points and map policy frameworks for Forecast Based Financing, anticipatory action, and last-mile climate services 2. Complete Green Climate Fund concept development and submission 3. Initiate Green Climate Fund project development (pending approval) 4. Engage in policy dialogue and mobilize resources and commitment for climate action
	Disaster Risk Management	<ol style="list-style-type: none"> 1. Strengthen capacity Ministry of Social Affairs (MoSA/BNPB) 2. Engage in policy dialogue to enhance coordination and improved policy 3. Identify entry points and mobilize commitment and resources for disability inclusion into emergency preparedness and response

SO3 (Nutrition)	Nutrition Sensitive Social Protection	<ol style="list-style-type: none"> 1. Design and initiate proof of concept on fortified rice 2. Enhance fortified rice policy framework 3. Strengthening capacity for nutrition education through Family Hope Programme (PKH) 4. Design and mobilize resources for proof of concept on building synergies between UKS (School Health Units) and Program Keluarga Harapan (PKH) programmes
	Healthy School Model	<ol style="list-style-type: none"> 1. Initiate, complete, and disseminate study on policy environment and dietary behaviours for school-aged children affecting their nutrition 2. Design and mobilize resources for proof of concept of healthy school model – including UKS, nutrition education, food environment and link to PKH 3. Coordinate with stakeholders to expand NE package for primary school students, teachers, and parents 4. Identify opportunities and mobilize commitment for disability inclusion into school-based nutrition programmes
	Social Behaviour Change Communication (SBCC)	<ol style="list-style-type: none"> 1. Expand and adapt #kerenDimakan campaign into national rollout and implementation 2. Increase demand for fortified foods, especially post-harvest fortified rice 3. Expand private sector partnerships and engagement with Scaling Up Nutrition (SUN) Business Network
	Inclusive and sustainable Food systems for Affordable Diets	<ol style="list-style-type: none"> 1. Engage and contribute to food systems policy dialogue follow-up to Food Systems Summit 2. Develop Rome-Based Agencies (RBAs) joint pilot (Nusa Tenggara Timur) and initiate implementation under RBA joint plan

Source: Country office learning workshop on theory of change, 2022

15. The 2022 exercise also developed a visualization of the individual SO linkages with each other contributing to the overall strategic goal (Sustainable and Inclusive Food Systems for affordable healthy diets). This visualization is provided in Figure 10, which illustrates the intended interconnections and linkages among the SOs.

Figure 4: Programme linkages



Source: ET elaboration based on CO data

Summarized theory of change

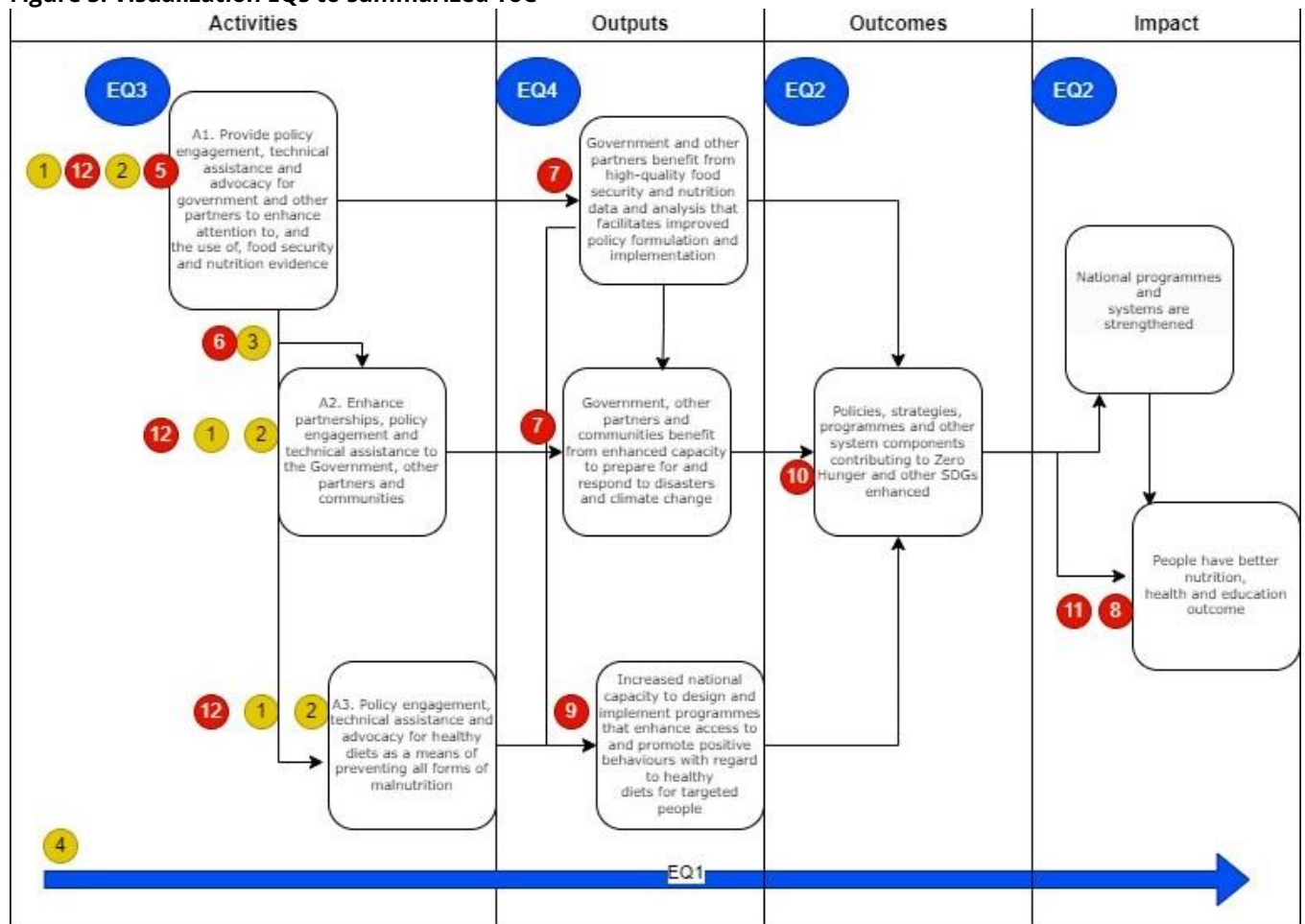
16. Based on these previous exercises, the evaluation team has synthesized the three SO ToCs into a single CSP ToC, included the implicit or stated risks and assumptions, and linked the components of the ToC to the evaluation questions.

17. The summarized ToC is not intended to depict every single intervention related to each activity as described in the SO ToCs, but rather provides a holistic picture of the overall causal logic through which WFP is expected to contribute to the intended short-term, intermediate, and long-term changes as well as depicting the key underlying internal and external risks and assumptions. In particular, in contrast to a Line of Sight or Logframe, a ToC depicts the inter-linkages between and among the activities and SOs.

18. A reconstructed ToC is intended to be a living document that is adjusted and adapted as new information arises and new causal pathways are identified. It is expected that the ToC will continue to be nuanced throughout the data collection and analysis phases.

19. The summarized visualization of the ToC is illustrated in Figure 11. The blue circles represent the evaluation questions, while the orange and red circles are linked to the assumptions and risks (detailed in the following tables after the ToC).

Figure 5: Visualization EQs to summarized ToC



Annex 6: Methodology

6.1 Scope of the Evaluation

Evaluation parameters per terms of reference (ToR) requirements.

20. Per the ToR, the unit of analysis is the Country Strategic Plan (CSP), understood as the set of strategic outcomes, outputs, activities and inputs that were included in the approved CSP. While the primary focus of the evaluation will be the current CSP 2021–2025, the temporal scope of the evaluation will cover the period since the cut-off date of the data collection of the previous CSP evaluation (from mid-2019 onward). The focus of the evaluation will be on the strategic shifts/elements of continuity between the two CSPs, results, trends, contextual evolutions, and the CSP 2021–2025 design process. WFP interventions which fall outside of the CSP are stated in the ToR as not to be included in the scope of the evaluation. The ToR posits that the evaluation will assess 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 country office partnership strategy and the country office approach to country capacity strengthening (CCS) within the Indonesian context, including WFP strategic positioning in Indonesia, particularly as it relates to the national government and the international community.

21. The evaluation will focus on assessing WFP contributions to CSP strategic outcomes (SOs), 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.

22. In addition, the evaluation will assess how mainstreaming of gender, equity and inclusion, and other cross-cutting principles were taken into consideration in WFP's intervention design, results framework and theory of change (ToC). The focus will be on the extent to which these considerations have been mainstreamed across the objectives and whether the intervention was guided by WFP's gender policy and system-wide objectives (including Sustainable Development Goals (SDGs), United Nations Evaluation Group (UNEG) guidance, government and partner policies and strategies).

23. The Country Strategic Plan Evaluation (CSPE) will make use of and triangulate the data collected through other relevant assessments, evaluations and reports as appropriate, including the set of annual outcome monitoring reports available by the end of the data collection phase of the CSPE. The CSPE will specifically consider the results of the mid-term review and how the recommendations from the previous CSPE were taken into consideration in the design and implementation of the current CSP as relevant.

6.2 Additional Design Considerations

24. During the inception phase consultations, specific themes of interest were identified as being of particular interest to the country office. Respondents considered that these additional themes are relevant for illustrating WFP's engagement in Indonesia and should be considered in the design and methodology of the evaluation.

25. One of the most important design considerations is that the CSP is entirely focused on CCS in relationship with the Government of Indonesia and has no direct implementation targeting delivery of services to beneficiaries. This is in alignment with WFP's relatively recent shift to emphasize national ownership, sustainability, inclusive participation and contextualized solutions as described in WFP's corporate CCS Policy.²¹ WFP defines CCS within the policy as activities structured around engagement with national and subnational stakeholders with the intention of improving the sustainable functioning of systems and programmes that support populations with regard to their food security, nutrition and associated needs. The framework set out in the policy describes five pathways of change within three levels (these are described further in Annex 5). The implication of this approach is that almost all WFP work is

²¹ WFP. 2022. *Country Capacity Strengthening Policy Update*.

embedded within the larger frameworks of governmental institutions. This overarching focus had implications identified by respondents for assessing CSP achievements at both outputs and outcome levels.

26. It can be assumed that CCS is relatively easy to implement if: i) the government is open to WFP's inputs and views these as relevant; ii) if WFP's work in CCS is sufficiently well funded to allow for implementation; and iii) if it is possible to measure the results of WFP's CCS work. Based on consultations, the first factor is validated by government. WFP has consistently struggled all over the world in funding CCS actions, as noted in the CCS evaluation. However, in alignment with the CCS evaluation findings, the last point has presented a particular challenge within the Indonesia context for a variety of factors. At the output level, a key interest of respondents involved the importance of making visible the "invisible activities" not easily seen within existing monitoring and reporting mechanisms. At the outcome level, respondents highlighted three themes important for the design of the evaluation: i) the evolutionary nature of WFP's relationships with government; ii) implications of responding to government requests and emergent needs; and iii) making visible the "hidden outcomes" of WFP's efforts in supporting the Government of Indonesia.²²

27. **Output level (invisible interventions):** Respondents felt that the corporate indicators and reporting formats within WFP are most useful for tracking direct assistance and delivery of specific products, and less relevant for tracking CCS achievements. This concern is also noted in the recent WFP CCS evaluation which highlighted challenges in adequately reflecting the work invested in CCS and national-level collaborations – especially in country contexts such as Indonesia with strong public institutions. Corporate output indicators track training, coordination and the development of specific technical products. Country office respondents felt that these indicators had two primary limitations. First, they present a very disaggregated depiction of what are, in practice, much more integrated processes around a specific workstream or line of inquiry, limiting the capacity to present the holistic picture of progress around a particular workstream. Second, they implicitly assume that WFP leads initiatives rather than WFP supporting within existing governmental systems, processes and pace. As such, they do not adequately capture the long-term relationship building, meetings, consultations and discussions – the "blood, sweat and tears" – behind the achievements of these workstreams. Nor do they account for the rotation among government staff and the need to re-establish relationships. In theory, these relationships, meetings, consultation, and "blood, sweat and tears" *could* be captured in the narrative sections of monthly country briefs or Annual Country Reports (ACRs). However, these are also product- and delivery-based frameworks oriented towards specific audiences, and respondents felt that the reporting structure is not well adapted to capture the slow evolving nature of working within governmental systems.

28. **Outcome level (evolutionary nature of WFP support):** The governmental systems that are strong now were not always as well developed. As such, the way WFP engages in Indonesia has shifted over time, although often within broad thematic categories of support. Because of this evolution, the specific areas of focus or workstreams within a CSP are not "standalone" elements, but are rather the culmination of a long history of engagement and relationships. A frequently cited example of this was the current WFP support to the government's Food Security and Vulnerability Atlas (FSVA). The initial interactions with the government on food security analysis pre-date the CSP era (and WFP's corporate CCS frameworks). Initially, WFP's Vulnerability Analysis and Mapping (VAM) unit carried out vulnerability analyses for the government. To do this, the country office had to establish multisectoral systems for identifying vulnerability and food security independently. WFP initially collected and provided this information to the government for use in policy development and decision making. However, this information provision eventually evolved into a more complex inter-sectoral, multi-party coordination mechanism, which produced annual atlases of food security and vulnerability. Within the past CSP, these systems were then taken over and directly managed by the government. Within the current CSP, WFP's role has shifted further to providing technical assistance to the government on their FSVA product and to expand the utilization of the atlas by subnational authorities for more localized decision making. If the evaluation only considered the current CSP era, it would not capture the range of WFP support over time, its shifts, and the linkage between how the strength of the current government system is built on previous eras of WFP support. The country office respondents expressed an interest in the evaluation exercise somehow capturing and reflecting how the current CSP engagements link to longer historical relationships.

²² How these additional considerations are linked to the evaluation methodology, evaluation matrix, and lines of inquiry is covered in Section 3 and Annexes 4 and 5.

29. **Outcome level (emergent requests and their success or failure):** The second important dynamic in a context such as Indonesia reported by respondents pertained to how CCS can be performed within a (currently) very strong governmental system. Respondents cited two important considerations. First, WFP's primary area of work will be specific contributions within an already strong system. Practically, this means that WFP will appear to be responding to unconnected, emergent requests that may appear ad hoc because they are not well connected inside a structured ToC. Even though the country office has developed a ToC for this CSP, the collection of specific interventions conducted within the CSP can run the risk of looking disconnected because they are linked to specific marginal contributions within the existing governmental systems rather than WFP's internal frameworks. Second, some interventions may emerge from ongoing government collaboration or relationships wherein WFP seizes an opportunity that emerges rather than based on an intentional plan. For example, the Cost of Diet study was frequently cited as an important landmark contribution from WFP during the previous CSP cycle. This Cost of Diet study emerged from an unplanned conversation between Ministry of Health officials and the WFP Country Director at the time after another formal coordination meeting.

30. In addition to the factors above, country office respondents also focused on the issue that among the plethora of emergent opportunities, some have taken off over time and emerged as highly significant government contributions (such as the FSVA or the Cost of Diet study), while others with an equally high degree of investment from WFP and also emerging from government requests, have had limited success. For the latter, rice fortification efforts and the Fill the Nutrient Gap studies²³ were mentioned by respondents. All these initiatives had emerged from government consultations, either during the design of CSPs or as emergent opportunities, but some evolved over time into significant contributions while others did not. One metaphor from the exit briefing workshop was that these emergent requests could be envisioned as "tree seeds scattered in a forest" – the forest representing the strength of the Indonesia's government systems and the individual tree seeds representing emergent requests from government to WFP. Some of these "seeds" eventually evolved into giant trees that became part of the forest (FSVA), while others remained stunted no matter the efforts from WFP. The country office was interested in understanding which factors, internal or external, promoted the growth of these "giant trees" compared to the "stunted seedlings", and whether WFP has invested the appropriate time and resources in nurturing the right opportunities to maximize results.

31. **Outcome level (hidden outcomes):** The third consideration related to the outcome level pertained to the difficulties of making the results of WFP's engagements visible within the three SOs. The Indonesia CSP is exclusively a CCS-oriented CSP, and the Corporate Results Framework (CRF) indicators related to CCS are limited, relying primarily on a single indicator "number of policies to which WFP has contributed".²⁴ As stressed by country office respondents and further supported by the corporate CCS evaluation, this indicator is not sufficient to capture the depth of contributions over time within the CSP (and building on previous efforts from earlier cycles).

32. For example, the culmination of a CCS workstream may become a specific product handed over to the government (such as the FSVA or the Cost of Diet study). After handover, there is limited visibility in WFP reporting regarding the subsequent internal adjustments taken by government within the CCS pathways of change to integrate this product. This may include adjustments made within the regulatory environment, governance structures, planning processes, budgeting exercises or programme design. For example, the FSVA is now managed and produced by the national government, which also supports the district and provincial FSVA production. However, even though the provincial and district FSVAs are produced by technicians in the provincial and district offices, for the FSVA to be taken into consideration by the respective authorities in their annual decision making and planning, it is not sufficient to just have the FSVA as a product. Nor is it sufficient to raise awareness of the FSVA among municipal authorities or provide training on the use of the FSVA to subnational authorities. Because of government compliance mechanisms, for subnational authorities to use the FSVA data, there has to be a regulatory instruction issued to municipal authorities by the Ministry of Municipalities for the authorities to take the FSVA into

²³ Although government authorities frequently mentioned the Cost of Diet study from the previous CSP, very few mentioned the subsequent Fill the Nutrient Gap analyses that WFP sponsored.

²⁴ Although the new CRF indicators have been revised to make more visible CCS outcomes, these have only recently come into effect; and for the Indonesia CSP, the ACRs and outcome indicators have used the previous CRF indicators.

consideration within annual planning processes. These types of contingency plans, regulatory instructions and integration into governance structures are described in the CCS framework within the pathways of change, but are not easily reported on by WFP within the existing indicator frameworks. Nor are these changes easily monitored by WFP because these adjustments and results may take place outside of the project implementation focus within a particular product or workstream.

33. The country office cited ten workstreams or products of interest to track for making visible these hidden outcomes related to the three SOs. Three of these were highlighted as priorities because of their information richness for learning and relevance for the design of the next CSP (in bold), but all will be available for respondent commentary.

Table 2: Workstreams for hidden outcomes

Current CSP SO	Proposed workstreams for hidden outcomes	Potential areas of change
SO1 (FS)	FSVA E-Simba ²⁵	Integration into pathways of change: <ul style="list-style-type: none"> • Policy environment • Regulatory environment • Governance structure • Business processes – annual planning • Business processes – annual budgeting • Programme design Adaptations Cascade effects to other sectors
SO2 (DRMR)	CLEAR+ Anticipatory Action/Early Warning ²⁶ National Logistics Cluster ²⁷ National Logistics System strengthening	
SO3 (Nut)	School Based Programmes Rice Fortification Cost of Diet study/Fill the Nutrient Gap Germas Social Behavioural Change (SBC with the Ministry of Health)	

Source: Inception Workshop, compiled by the evaluation team.

Implications for the evaluation questions (EQs) and evaluation matrix and design of the evaluation

34. The evaluation is predicated on specific evaluation questions and sub-questions listed in the ToR. It was confirmed during the inception phase consultations that these questions were appropriate to accommodate the country office interests and the Indonesia context. The original ToR questions needed to be adjusted only very slightly to accommodate the country office interests. The country office considerations most affect EQ2.1 (outputs and outcomes) and EQ4.3.4 (internal and external factors affecting results). Within this overarching framework of questions, the country office considerations most affect EQ2.1 (outputs and outcomes) and EQ4.3.4 (internal and external factors affecting results). These country office considerations and adjustments for a CCS framework are integrated into the evaluation matrix as sub-sub-questions, lines of inquiry, and evaluation indicators. The only other minor modification involved a slight adjustment to the wording of EQ2.2 (cross-cutting aims). In the absence of direct beneficiaries and an approach providing support to existing government programmes, the achievement of cross-cutting aims by WFP is slightly less relevant. However, the question is still valid in terms of the degree to which the consideration of cross-cutting themes such as gender, protection, Accountability to Affected Populations (AAP), nutrition or the environment was integrated within the milieu of WFP support to government. The slightly revised EQ2.2, along with the other evaluation questions, as described in the ToR, are presented below.

Table 3: Evaluation questions and sub-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?
1.2 To what extent and in what ways was the CSP designed to support the United Nations Cooperation Framework and the SDGs?

²⁵ Although managed by SO1, this can also be considered a tool for social protection.

²⁶ This may include flood modelling with the Meteorological, Climatological, and Geophysical Agency (BMKG).

²⁷ The government-managed equivalent of United Nations clusters but comprising governmental ministries and coordinated internally.

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 ²⁸ and outcome targets, and in what ways did it contribute to the expected outcomes of the CSP, particularly with regard to government’s food security (SO1), 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 take into consideration cross-cutting aims in the type of support provided to government? (protection and AAP; gender equality and empowerment of women (GEEW); nutrition integration; and environment)
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 country office 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 What role have the following factors played: i) adequacy of human resources; ii) innovation in the CSP design and implementation leading to greater efficiency and effectiveness; iii) adequate availability and use of monitoring data to track progress and inform decision making; iv) other internal or external factors

Source: Indonesia terms of reference

6.3 Evaluability assessment

35. In the current evaluation, there are certain limitations to meeting the criteria for a technocratic approach, including: i) limited quantitative indicators for output and outcome levels; ii) limited utility of a ToC for causal contributions; and iii) identifying the “cascade effects” of WFP interventions after handover.

36. The primary mitigation measures will be to: i) rely on qualitative methods; ii) utilize selected workstreams and lines of inquiry to identify the cascade effects and CCS outcome contributions not easily apparent in the pre-existing quantitative frameworks; iii) expand the timeframe of review (among respondents with longer institutional memories); and iv) draw on the WFP CCS pathways of change to map interventions and outcomes. The evaluation team considers the evaluability of the CSPE to be good, pending the application of these measures.

Table 4: Evaluability assessment

Evaluability dimension	Observations	Mitigation measure
A clear description of the situation before (or at its start) that can be used as a reference point to determine or measure change	<p>The CSP document provides a clear description of the situation related to the three SOs at the time of the beginning of the CSP.</p> <p>There is less information related to how the current workstreams, and context have evolved over time. The previous evaluations, reviews, and ACRs do not systematically highlight these workstreams in their documentation.</p>	Integrating longer historical observations from information-rich individuals through qualitative exercises, including oral histories.

²⁸ For the purposes of this specific CSP, coverage is assumed to refer to thematic coverage as there are no beneficiaries or geographical mandates.

A clear statement of intended outcomes	The CSP document provides outcome statements for each SO. These outcome statements are corporate standards but are very open-ended (<i>enhanced capacity to...</i>) and thus provide ambiguous parameters to measure success.	Integrating specific workstreams as probes into qualitative exercises to more closely track WFP contributions within an overall strong public institution environment.
A set of clearly defined and appropriate indicators with which to measure changes	The CSP uses the corporate results framework indicators for CCS. These are not adequate for measuring changes at output and outcome levels.	Utilizing the pathways of change from the CCS framework to reconstruct areas of WFP interventions (outputs), integrating specific workstreams as probes into qualitative exercises to more closely track WFP outcome contributions, and utilizing the CCS pathways of change to track cascade effects from WFP contributions.
A defined timeframe by which outcomes should be occurring	The CSP cycle provides an implicit timeframe. However, CCS engagements in contexts such as Indonesia illustrate the importance of recognizing that supporting government within their own systems is a much slower paced, longer-term objective than product delivery. It often extends before and after a particular CSP cycle.	Integrating longer historical observations from information-rich individuals through qualitative exercises, including oral histories. Integrating specific workstreams as probes into qualitative exercises to more closely track WFP contributions within an overall strong public institution environment.

6.4 Methodological approach

37. **Evaluation approach:** In line with the ToR, the evaluation approach combines both learning and accountability objectives. The learning element is emphasized to permit identifying best practices and lessons learned that can strengthen the design of the next CSP. Accountability is integrated into the evaluation through the presentation of progress against implementation plans, the objectives described in the CSP document, and budgeting and costing exercises.

38. **Evaluation focus:** The methodological focus employs a theory-based approach (employing the ToC) using naturalistic inquiry and a utilization-focused approach. The details and implications of these foci are described in detail in Annex 5. In brief, naturalistic inquiry is useful for tracking unexpected results, cascade effects and long-term changes over time – especially in the absence of pre-established quantitative measures.²⁹ Naturalistic inquiry, drawing on the ToC, is particularly relevant to the assessment of results and hidden outcomes (under EQ2.1). A utilization-focused approach prioritizes learning for implementation and will shape the findings for the other evaluation questions.

39. These approaches were operationalized through mixed methods combining document review, pre-existing quantitative data from WFP datasets, and qualitative data from key informant interviews (KII). The relative weight of each method was based on the particular evaluation question to be analysed. The KIIs (which will include a Most Significant Change (MSC) exercise) served as a significant data stream in this evaluation. To effectively examine capacity strengthening, the evaluation team will also refer to the WFP corporate CCS framework, in particular, the pathways of change and points of entry described in the framework, to empirically map the concentration of WFP investments in time, resources, and training against the CCS landscape. In combination with the ToC, this will allow a plausible mapping of interventions to identified results and identify how WFP contributions have evolved over time, and to what degree the observed changes can be linked to WFP interventions or other factors.

40. **Equity and inclusion (including gender sensitivity):** Systemic and persistent inequalities exist in accessing resources or decision making in both WFP and government programmes. To ensure that the evaluation employs an equity and inclusive lens, including for gender sensitivity, the evaluation methodology will be guided by the UNEG guidance on gender (United Nations System-wide Action Plan) and

²⁹ Patton, M. 2015. *Qualitative Research and Evaluation Methods* (4th Ed). Sage Publications: Thousand Oaks, CA.

the WFP *Technical Notes on the Integration of Disability Inclusion and of the Integration of Gender in Evaluation* to inform the shape of the evaluation approaches and the assessment of results.

41. A CCS-oriented evaluation faces particular challenges for integrating equity and inclusion principles due to the absence of specific beneficiaries and the focus on institutional mechanisms, products, and processes. For a CCS approach, this involves employing intersectional methods that recognize the multiple layers of potential discrimination, and addressing barriers that hinder equitable access to resources and decision-making processes. Practical steps include bringing a vulnerability lens to government programme coverage or criteria to understand potential barriers to accessing services, using disaggregated data by gender, age, and disability to assess access and coverage barriers, and ensuring that evaluation tools and communication are accessible to all participants.

6.5 Data collection methods

42. **Document review:** The evaluation team reviewed relevant reports from secondary sources including ACRs, country briefs, available assessments and studies such as the Mid-term Review of the CSP to identify unintended outcomes, map the interventions against the pathways of change, and identify internal and external factors contributing to results. Cross-cutting considerations can be assessed partly through reviewing WFP interventions against the Gender Marker found in ACRs, and the overall analysis will be disaggregated by gender as feasible. An important exercise within the document review was to develop frequency maps of WFP CCS actions based on the pathways of change. These were extracted from the monthly country briefs. These maps are intended to help make visible output-level interventions and categorize them within the CCS framework. A bibliography describing available documentation is presented in Annex 13.

43. **Quantitative data:** The evaluation used available quantitative data from WFP on relevant indicators related to the performance framework. While there is limited useful quantitative data from the results frameworks for addressing the outcome achievements (EQ2 from the ToR), the available data served as complementary streams to the other evaluation questions, especially in EQ3 for efficiency. Quantitative data will serve as the basis for the analysis of the financial resources available to WFP and how they have been used for cost effectiveness and efficiency considerations. The Annex 11 provides an initial summary of the patterns from the available quantitative data for the results frameworks, resourcing and budget expenditures. This will be further refined during the data collection period.

44. **Qualitative data – Key Informant Interviews (KIIs):** KIIs were a fundamental and primary data stream for this evaluation in addressing all the evaluation questions. KIIs are particularly important for naturalistic inquiry as the exercises employed will help identify hidden outcomes, long-term cascade contributions and the other historical factors identified by the country office as particularly relevant for the design of the next CSP. This is described in detail in Annex 4. KIIs were conducted with a broad range of stakeholders including high-level government officials, United Nations, donors, local authorities, development partners and subnational stakeholders. In addition to the standard structure related to the evaluation questions, three separate exercises are included within KIIs to address the evolutionary nature, emergent requests and hidden outcomes identified by the country office during the inception consultations:

- An adaptation of a **Most Significant Change (MSC) exercise** is included based both on general observations and specific probes with the lines of inquiry/workstreams identified by the country office. This is intended to identify the hidden outcomes and cascade effects.
- An adaptation of the **Least Significant Change (LSC) exercise** is included based on both general and specific probes to identify the patterns within the emergent requests that contribute to flourishing growth or challenges within the Indonesia context.
- An additional **oral history-related question** is included to address the evolutionary dynamics that began before the development of the current CSP, and which have continued into the current CSP.
- An open-ended question for all national-level stakeholders regarding WFP contributions to CCS, with probes linked to the **pathways of change**.

45. These elements can be found in the KII guide. The sampling strategy for all KIIs is based on the stakeholder analysis conducted during the inception phase and sought to balance the voices of men and women among the sample. KII participants was selected based on the following criteria:

Information richness: Are the respondents sufficiently familiar with WFP’s activities, results achieved relating to each of the SOs, and the evolving context of Indonesia?

Accessibility: Can the evaluation team access the stakeholders?

Gender: Does the mix of stakeholders represent gender diversity?

Diversity: Does the mix of stakeholders represent the diversity of national and subnational individuals and organizations that WFP works with?

Impartiality: Can the mix of stakeholders comment impartially on WFP’s engagements within the CSP?

46. Given potential institutional turnover due to government elections, the stakeholder list may also include former position holders in WFP and government ministries. Final selection must be made in consultation with WFP personnel and any necessary permission from government counterparts.

47. **Subnational visits:** Subnational visits are a subset of KIIs rather than a separate exercise. The majority of WFP engagements have been at the national level. However, there is a significant emphasis in this CSP towards subnational CCS work with provincial and district authorities related to all three SOs. The focus of this work is primarily in the Kupang sub-office but has extended outwards to other islands. As such, the evaluation team interviewed subnational authorities to understand this area of attention and track subnational contributions more systematically. Annex 8 describes the field mission schedule and Annex 10 includes more details of subnational stakeholders to be interviewed.

48. In total, 125 persons were interviewed during the data collection process (46 percent women, Table 39). Findings were triangulated from multiple sources, including cross-referenced document review, interviews, observations, and secondary quantitative data. Each data collection tool had its own analytical approach.

49. Detailed descriptions of WFP and country office supplied data on resourcing, expenditures, transfers, indicators, and implementation (and the CSP Line of Sight) are found in Annex 11. Recommendations were developed linked to the conclusions (Annex 12). Documentation, including previous evaluations and reviews, was shared with the evaluation team (Annex 13).

Table 5: Persons interviewed by category

Category	Number	Percent women
WFP (CO, regional, headquarters)	26	57%
Government	64	43%
United Nations agencies	16	64%
Non-governmental actors	13	49%
Donors and development partners	6	51%
Total	125	46%

50. The evaluation team engaged with the country office and Regional Bureau in Bangkok. An initial reflection exercise on preliminary findings was conducted with the country office on 4 October 2024, followed by a preliminary findings workshop on 31 October 2024. Both exercises were intended to inform the design of the new CSP by presenting the preliminary findings, conclusions, and recommendations from the evaluation. Two stakeholder workshops with both external and internal stakeholders in January 2025 tested the feasibility and operationalization of the draft recommendations and ensured that key issues were covered in the final report.

6.6 Data analysis

51. The quantitative and qualitative data and document review will each have its own analytical approaches.

52. **Quantitative** data collection relied existing WFP-compiled quantitative information. The quality of WFP compiled data was assured through consultation with an Office of Evaluation research analyst and the country office monitoring and evaluation (M&E) focal point for the evaluation. Data gaps will be identified and filled in as feasible. The quantitative data was analysed primarily through descriptive and frequency analysis with cross-tabulation for indicators or criteria of interest. The analysis identified trends across

criteria or time and will be disaggregated as pertinent. Frequency or description analysis were carried out in Excel or Statistical Package for the Social Sciences (SPSS) and displayed as tables and graphs where appropriate.

53. **The document review** relied on thematic narrative analysis for highlighting key themes from the documents and connecting them to the relevant points in the evaluation matrix. A review tool based on the evaluation matrix will be used to organize analysis for a more systematic identification of themes, allow for comparison across document sources, and links to the evaluation questions. As discussed above, since outcome-level indicators in the CSP are not sufficient to capture the range of potential WFP contributions to CCS, the evaluation team proposed supplementing CRF data with the inclusion of the CCS progress milestones from the CCS Framework that can be used to map the range of WFP contributions to CCS at both output and outcome levels (Annex 4).

54. **Qualitative analysis** is based on an iterative process of identifying key thought units related to each evaluation question from the KIIs, organizing these thought units into clusters, and identifying the key themes within each cluster. These key themes become the thematic categories and serve as the basis for the presentation of findings. Data sources for this analysis were be the interview notes from the KIIs during the evaluation team’s data collection phase. Data quality was assured through triangulation of interviewers, sources and feedback sessions which rely on iterative qualitative analysis (Annex 4).

55. **Triangulation and validation:** Data quality for all methods was be assured through both internal evaluation team triangulation and through validation exercises with WFP and external stakeholders.

Table 6: Triangulation of sources – data collection to evaluation criteria³⁰

Methods and analysis techniques	Stakeholder	Relevance ³¹	Effectiveness ^{32,33}	Efficiency ³⁴	Sustainability ³⁵	Coherence ³⁶	Proposed number of persons to be interviewed ³⁷
Document review	Various	X	X	X	X	X	N.A.
CCS pathways of change Checklist (document review)	WFP country briefs (monthly) ³⁸		X		X	X	N.A.
Quantitative data	Primarily WFP data sources		X	X			N.A.
KII semi-structured interviews (general)	National and subnational levels: WFP, ministries, donors, United Nations agency representatives, cooperating partners, civil society organizations, district and provincial authorities, local organizations	X	X	X	X	X	95
Within the general KII structure, specific approaches will be applied as follows:							
KII semi-structured interviews (MSC/LSC)	WFP, ministries, donors, United Nations agency representatives, cooperating partners, civil society organizations, district and provincial authorities, local organizations	X	X				95

³⁰ EQ4 – factors affecting results – are embedded within each of the OECD evaluation criteria.

³¹ Primarily EQ1.1, 1.2, 1.3, and 1.4.

³² Primarily EQ2.1.

³³ Cross-cutting themes, including gender, equity, and inclusion, are embedded under Effectiveness via EQ2.2.

³⁴ Primarily EQ3.1, 3.2, and 3.3.

³⁵ Sustainability is mentioned in the ToR and appears as part of Sub-question 2.3.

³⁶ Coherence is mentioned in the ToR and appears as part of Sub-question 2.1.

³⁷ The same people may be interviewed with multiple techniques. To avoid double counting, the values should not be summed.

³⁸ These are primarily employed to provide the initial mapping of WFP interventions which will subsequently be combined with the ToC and the identified results from naturalistic inquiry to provide a plausible chain of interventions to results.

KII semi-structured interviews (oral history) ³⁹	Selected stakeholders from WFP staff, government authorities at national and subnational levels.		X				25 ⁴⁰
KII Semi-Structured Interviews (pathways of change) ⁴¹	Selected stakeholders from WFP staff, government authorities at national and subnational levels.		X	X		X	95
Triangulation ⁴²	Multiple workstreams including: KIIs, document review, and CCS pathways of change mapping.	X	X	X	X	X	N.A.

56. **Validation exercises** included: the analysis workshop exclusively for the evaluation team at the end of the data collection phase; the presentation of key emerging findings for each evaluation question at the end of the data collection mission; the presentation of preliminary findings two weeks after the data collection mission with country-level stakeholders; and the learning workshop with government stakeholders and United Nations agencies in January 2025. These exercises were intended to present preliminary findings and generate additional insights, triangulate patterns, and elicit feedback from stakeholders on patterns and conclusions.

6.7 Ethical considerations

57. WFP evaluations conform to the 2020 UNEG ethical guidelines. Accordingly, KonTerra is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to: ensuring informed consent; protecting privacy and confidentiality and anonymity of participants; ensuring cultural sensitivity; respecting the autonomy of participants; ensuring fair recruitment of participants; (including women and social excluded groups); and ensuring that the evaluation results do no harm to participants or their communities. These ethical issues will be monitored and managed during the implementation of the evaluation. If any additional ethical issues arise during the implementation of the evaluation, they will be recorded and managed in consultation with the evaluation manager.

58. The methodology will be guided by UNEG Ethical Guidelines and Pledge of Ethical Conduct⁴³ standards to shape the evaluation approaches and the UNEG guidance on gender (United Nations System-wide Action Plan) will inform the shape of the evaluation approach to ensure adequate representation of ethical and gender considerations in the evaluation processes and assessment of results. The humanitarian principles provide consideration regarding how the methods will ensure neutrality, impartiality and independence in the development of findings and recommendations. Related to these principles, the evaluation team and the KonTerra evaluation manager have not been involved in the design, implementation or monitoring of the CSP, nor have any potential or perceived conflict of interests. The evaluation team has signed pledges of ethical conduct in the evaluation and the Confidentiality, Internet, and Data Security Statements.

³⁹ The oral history is targeting those emergent requests and workstreams that began prior to the CSP but have extended into the current CSP.

⁴⁰ Fewer people will possess the institutional memory to be able to track long-term oral history. Thus, those questions on the interview guide will be reserved for only a selected number of respondents.

⁴¹ This emerges from the MSC-compiled observations plus Question 4 among the general patterns section.

⁴² Triangulation is not a specific analysis technique but the use of multiple workstreams to confirm emergent themes and findings.

⁴³ UNEG. 2020. [UNEG Ethical Guidelines for Evaluation and Pledge for Ethical conduct.](#)

Table 7: Ethical considerations and safeguards

Ethical considerations	Safeguards
Ensuring informed consent	Interviewees will be informed at the start of the interview regarding the purpose of the evaluation, assurances of voluntary participation, and confidentiality of all responses and the intended use/dissemination of the findings and recommendations. This information will be shared prior to requesting verbal or written consent to participate. The Annex 9 provides the informed consent procedures connected to each interview process.
Protection of privacy, confidentiality, and anonymity	<p>Data protection measures will be used to ensure that all confidential information, including personal data of participants, will not be able to be accessed by anyone beyond the immediate evaluation team.</p> <p>The qualitative data from interviews, including all interview notes from the evaluation team, will be kept electronically on password encrypted computers. Personal names and other potential personal identifiers will be removed from the data prior to analysis. Reported data will be aggregated so that individual responses cannot be traced. Data analysis will be carried out only with the evaluation team members to ensure confidentiality.</p> <p>Data will be maintained on evaluation team computers only until the finalization of the report, at which time it will be deleted to further protect individuals from possible identification.</p>
Do no harm	The evaluation will comply with the principle of avoiding harm per the UNEG ethical guidelines. In addition to protecting confidentiality, additional “do no harm” principles will be assessed and implemented during field mission.
Cultural sensitivity	The evaluation team is comprised of people who are familiar with the Indonesian context, either as citizens or as experts with previous presence in the country. The team includes two national consultants and one research assistant who will help ensure that cultural and political sensitivities are understood and integrated into the evaluation process and the data collection techniques.
Respecting autonomy	UNEG guidelines prioritize the importance of dignity and self-worth of respondents, project participants and other evaluation stakeholders, and requires evaluators to behave in a non-discriminatory manner. This can involve both obvious and subtle forms. The evaluators will integrate concerns and respect for human rights, child rights and women’s rights and will not trivialize cross-cutting issues. More subtly, respecting autonomy includes sharing the findings of the evaluation with the evaluation participants themselves (as is feasible) and disaggregating data by gender, age, and other ethnicity markers (to respect differences). Additionally, the evaluation can ensure that products of the evaluation use inclusive, gender-sensitive language and are applied in the preferred language of the participants.
Ensuring fair recruitment of participants	Recruitment of participants in the evaluation is based on information richness, but also to ensure the inclusion of diverse voices within the evaluation exercise, as much as is feasible within a CCS-oriented CSP. Nationally, this involves ensuring that diverse voices within government, the United Nations Country Team or WFP itself are considered in the stakeholder analysis. Finally, fair recruitment of participants pertains to the evaluation team itself by ensuring gender and international/national balance within the team.

6.8 Risks and assumptions

59. In addition to the challenges noted in the evaluability assessment, there are pragmatic factors which may affect the implementation of the evaluation and require mitigation measures (Table 42).

Table 8: Evaluation risks and mitigation measures

Evaluation risks	Mitigation measures
Evaluation interviews carried out by individual team members may create bias from individual interpretations.	<ul style="list-style-type: none"> To ensure data integrity and factual accuracy throughout the review process, team members will periodically compare, triangulate and analyse data collected.
Transitions of government and changes in personnel within the higher-level ministries and institutions as well as within local institutions and cooperating partners can limit institutional memory on WFP contributions.	<ul style="list-style-type: none"> Consultations with the CO to identify information-rich historical stakeholders and assess their willingness to be interviewed, even if they are no longer in the roles. Prioritize interviews with those government officials most likely to be transitioned so that they occur earlier in the data collection process and further from the transition period.

Internal WFP CO transitions which can limit institutional memory of WFP contributions	<ul style="list-style-type: none"> • Consultations with the CO to identify information rich historical stakeholders and assess their willingness to be interviewed even after they are no longer in the roles.
Parallel United Nations Sustainable Development Cooperation Framework and United Nations agencies evaluations and time limitations on government personnel	<ul style="list-style-type: none"> • Coordinate through the CO and other United Nations evaluation managers to access and share findings from other evaluations or attend evaluation-related events together. • Coordinate through the CO and evaluation managers to identify opportunities for combined interviews with high-level government stakeholders. • The evaluation team will need to rely on the CO to prioritize the more information the government.
Health, safety and security	<ul style="list-style-type: none"> • No risks are anticipated in this dimension. Nevertheless, travel outside of Jakarta will need to adhere to WFP security provisions and protocols. KonTerra consultants are covered by a corporate travel insurance policy. Security updates and advice will be sought from WFP CO as necessary.

6.9 Quality assurance

60. WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the UNEG norms and standards and good practice of the international evaluation community – Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and Development Assistance Committee (DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. CEQAS will be systematically applied during this evaluation, and relevant documents have been provided to the evaluation team.

61. KonTerra holds ultimate responsibility for promoting and delivering quality assurance in all its work within the frame of CEQAS. KonTerra will ensure the quality of data (validity, consistency, and accuracy) and evaluation team member contributions throughout, and will make the necessary amendments at their own expense to bring the evaluation products to the required quality level in the case of any standards that are not met by the evaluation team.

62. KonTerra's Evaluation Manager, and the Team Leader will share responsibility for accomplishing the assignment.

Table 9: KonTerra's quality assurance (QA) process and responsibilities

	Evaluation process QA	Evaluation Product QA
Primary responsibility	Team Leader and KonTerra's Evaluation Manager	1st level: KonTerra QA Expert ⁴⁴ 2nd level: OEV (WFP Evaluation Manager, Research Analyst, Quality Assurer and Deputy Director of Evaluation)
QA dimensions	<ul style="list-style-type: none"> • Compliance with WFP's procurement, coordinate contracting, budget monitoring and payments • Managing the evaluation resources available (cost, time, and quality) • Coordination, communication, accurate and realistic planning • Consistent and timely messages to WFP and key stakeholders throughout the evaluation • Adequate engagement of stakeholders 	<p>1st level:</p> <ul style="list-style-type: none"> • Initial review before submission to OEV • Compliance with CEQAS checklists and templates • Verify that comments have been addressed <p>2nd level:</p> <ul style="list-style-type: none"> • Review and comment on drafts • Consolidate stakeholder feedback and commentary

63. The Evaluation Manager ensured quality of the following dimensions: a) compliance with WFP's procurement, coordinate contracting, budget monitoring and payments; b) managing the evaluation resources available (cost, time, and quality); c) coordination, communication, accurate and realistic planning: working closely with the Team Leader to ensure consistent and timely messages to WFP and key stakeholders throughout the evaluation; and d) adequate engagement of stakeholders.

⁴⁴ For this evaluation, Jane Burke will be the QA specialist to support the Evaluation Manager.

64. Following the internal quality control processes by KonTerra, the Office of Evaluation conducted the second level QA, including review by the Evaluation Manager and Research Analyst, Quality Assurer and Deputy Director of Evaluation. Members of the Internal Reference Group had the opportunity to review and comment on the draft evaluation report. Stakeholder feedback and commentary to the draft reports was collected by the Office of Evaluation via a consolidated comment matrix incorporating input from all reviewers. KonTerra's QA verified that all comments have been addressed by the evaluation team in the matrix (see Annex 7).

Annex 7: Evaluation matrix

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
Evaluation Question 1: To what extent and in what ways is the CSP evidence-based and strategically focused to address the institutional capacity needs on food security, and nutrition and mitigating the impact of disasters and climate change of the Government of Indonesia?				
EQ1.1 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?				
1.1.1 Degree to which CSP design was based on evidence on the hunger challenges, food security nutrition, disaster and climate change issues in Indonesia	Use of timely, country-specific analysis of need to determine CSP strategic focus, activity selection, and implementing modalities	<p>1.1.1.1 Evidence of a Strategic Review carried out prior to CSP design</p> <p>1.1.1.2 Existence in CSP Line of Sight (LoS) framework of a rationale and justification for selection of activities</p> <p>1.1.1.3 Existence in CSP document of reference to vulnerability analysis mapping and justification for activity and location selection</p> <p>1.1.1.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP relevance of selected activities and strategic outcomes based on the evidence</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • WFP Strategic Review • WFP Country Strategic Plan Evaluation Report 2019 • WFP Mid-term Review Report 2023 • CSP M&E plans • CSP LoS <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document review analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9.</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
1.1.2 Alignment of CSP with national capacities including CCS interventions	Evidence of CSP activities based on analysis of national capacities and identification of gaps	<p>1.1.2.1 Evidence of mapping of existing national capacities, and identification of gaps</p> <p>1.1.2.2 Existence of documentation of the integration of the capacity needs mapping in CSP activities</p> <p>1.1.2.3. WFP and Government of Indonesia stakeholders show a consensus perception that CSP activities address national capacity building needs</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • WFP Strategic Review • WFP Country Strategic Plan Evaluation Report 2019 • WFP Mid-term Review Report 2023 • Needs mapping report <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9.</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
1.2 To what extent and in what ways was the CSP designed to support the United Nations cooperation framework and the SDGs? (Coherence, Relevance)				
1.2.1 Alignment to UNSDCF in country at the time of design, during the implementation period and currently	Assessing the extent to which there is consistency between the CSP strategic outcomes, outputs, and activities and the UNSDCF priority areas and outcomes – how coherent and consistent is the CSP with UNSDCF?	<p>1.2.1.1 Comparison of UNSDCF with CSP strategic outcomes – disaggregated by strategic outcomes</p> <p>1.2.1.2 Evidence of changes in UNSDCF framework and of WFPs engagement (if relevant)</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • WFP Annual Reports • Other relevant documentation 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
	Identifying changes in the wider UNSDCF frameworks and WFP's subsequent engagement with these	<p>1.2.1.3 WFP and United Nations Country Team stakeholders can articulate how CSP strategic outcomes are coherent with UNSDCF</p> <p>1.2.1.4 WFP and United Nations Country Team stakeholders can articulate how WFP engaged within the UNCT and any changes that occurred (if relevant)</p>	<ul style="list-style-type: none"> UNSDCF documentation including evaluations as available <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB KIIs with UNCT member organization representatives– UNRCO, UNICEF, FAO, UNOCHA 	<p>principles described in Annex 9.</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
1.2.2 Synergy with other development and humanitarian actors, including collaboration with Rome-Based Agencies	The degree to which partnerships were developed within the CSP with a view to enhancing multiplier effects within collaboration	<p>1.2.2.1 Existence of document articulating WFP synergy with other development actors – disaggregated by strategic outcomes</p> <p>1.2.2.2 The number and types of partnerships established within the CSP among actors in relevant dimensions including: i) resource mobilization; ii) policy advocacy; iii) disaster and climate change; iv) development programming such as nutrition and food security; and v) coordination mechanisms</p> <p>1.2.2.3 Recognition in MoUs and ProDocs of WFP potential for synergy based on a comparative advantage analysis – disaggregated by approach, activity, and strategic outcome</p>	<p>Document review from WFP, including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> WFP CSP document RBA Joint Workplan Country Programme Action Plans Internal WFP reports such as workplans or partnership agreements (strategic and operational) External documents including, among others: i) ProDocs and MoUs; ii) annual programme reports; iii) decentralized reviews and evaluations; iv) UNSDCF reports; v) donor reviews and strategic plans 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9.</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		<p>1.2.2.4 WFP, Government of Indonesia, United Nations Country Team, and international donors can describe WFP synergy in Indonesia and can cite examples of multiplier effects within collaboration – disaggregated by approach, activity, and strategic outcomes</p>	<p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <p>KIIs with current and former WFP Stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB</p> <p>KIIs with UNCT member organization Representatives– UNRCO, UNICEF, FAO, IFAD, UNOCHA, UNDP</p> <p>KIIs with Government officials and NGOs including, among others: MoP, MOSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency, OHANA</p>	
<p>1.2.3 The appropriateness of the CSP activities in supporting the targeting of the most food insecure vulnerable people, including people within government programming, including people with a disability, children, women, youth, or the chronically ill</p>	<p>The extent to which the CSP documents reference existing studies and maps related to the national context to support the rationalization of the inclusion of vulnerable groups in government programming within a certain area</p> <p>The extent to which the logic of the selected activities addresses the underlying causes of food insecurity, nutrition, climate change adaptation or disaster risk management</p>	<p>1.2.3.1 CSP design documents contain rationale and justification for programming approaches for the most vulnerable populations</p> <p>1.2.3.2 WFP and Government of Indonesia stakeholders show a consensus perception that the CSP programming approach is appropriate to ensuring access by the most vulnerable to government programmes and services – disaggregated by activity.</p> <p>1.2.3.3 CSP document and ProDoc agreements with the government for activities cite studies of vulnerability analysis for justifying geographic areas of intervention or which can show a justification for a particular thematic</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP documentation • 2019 WFP CSPE Report • CSP M&E plans • CSP LoS • Government of Indonesia Policies and plans and studies <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9.</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		<p>focus (such as children <5 or pregnant or lactating women)</p> <p>1.2.3.4 WFP and Government of Indonesia stakeholders show a consensus perception that CSP and CP activities had appropriate thematic focus</p>	<p>Strategic Partnerships & Comms, M&E, RBB</p> <ul style="list-style-type: none"> • KIIs/MSC/LSC with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	
<p>1.2.4 The level government has incorporated new learnings from WFP to adapt activities to the needs and protection of highly vulnerable groups, including people with a disability, children, women, youth and the chronically ill</p>	<p>The extent to which WFP's capacitation efforts lead to the government's capacity to adapt their response</p>	<p>1.2.4.1 Evidence in CO documents of the capacity building efforts related to protection of highly vulnerable groups.</p> <p>1.2.4.2. Evidence in CO and external documents shows that the government has incorporated new learning from WFP to protect highly vulnerable groups</p> <p>1.2.4.3 WFP and Government of Indonesia stakeholders show a consensus perception that WFP capacity building was instrumental in building government capacity to adapt responses to ensure the protection of highly vulnerable groups. CSP's programming approach to the most vulnerable people is appropriately disaggregated by activity</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP documentation • 2019 WFP CSPE Report • 2023 WFP CSP MTR report • Government of Indonesia policies and plans and guidelines <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs/MSC/LSC with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
1.2.5 Alignment with SDGs	The extent to which the strategic outcomes outlined in the CSP are aligned with SDGs and targets – disaggregated by strategic outcome	<p>1.2.5.1 Presence in CSP Document of reference to SDG frameworks with justification for alignment</p> <p>1.2.5.2 WFP and Government of Indonesia stakeholders show a consensus perception that CSP aligns with the SDG framework</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • VNR Indonesia • 2019 WFP Indonesia Country Strategic Plan Evaluation • Government policies, plans and programmes including, among others: i) National Medium-Term Development Plan (2020–2024); ii) SDG Framework; iii) Indonesia Master Plan Acceleration and Expansion of Economic Development (2020–2025) <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
<p>1.2.6 Alignment of the CSP with national policies, strategies, and plans⁴⁵</p>	<p>The extent to which the CSP objectives and strategic outcomes were aligned, relevant and coherent to national priorities as expressed in national policies and plans</p> <p>The extent to which activities outlined in the CSP have been logically connected to contribute to CSP outcomes and to achieving national priorities</p>	<p>1.2.6.1 Existence of theory of change and logical framework rationale connecting activities to national policies, strategies and plans</p> <p>1.2.6.2 Evidence of CSP activities, interventions and strategic outcomes matching those in government policies and plans – disaggregated by strategic outcomes</p> <p>1.2.6.3 Existence of ProDoc and MoUs between CSP and CP and government related to programme activities and mention of linkage to national frameworks and policies</p> <p>1.2.6.4 Government and WFP stakeholders can describe rationale and logic behind selection of activities and strategic outcomes and national priorities</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • 2019 WFP CSP Evaluation report • Indonesia Zero Hunger Review • CSP LoS • Activity ToCs as available • Government policies, plans and programmes <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change.</p> <ul style="list-style-type: none"> • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9.</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
<p>1.3 To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?</p>				

⁴⁵ This is not found in the current Evaluation Questions but would be a relevant question.

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
1.3.1. Clarity and quality of the theory of change (ToC) outlined in the CSP	Extent to which the ToC is clear and valid	<p>1.3.1.1 Evidence of an explicit attempt to base the CSP on a ToC</p> <p>1.3.1.2 Evidence of other influencing factors taking precedence over ToC in activity and modality selection</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP document • ToC document • Needs analyses <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Strategic Partnerships & Comms, M&E, RBB 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Contribution analysis according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
1.3.2 Assumption realism	<p>Extent to which assumptions are backed by sufficient evidence.</p> <p>Extent to which assumptions have held true throughout CSP implementation.</p> <p>Extent to which WFP revised assumptions based on contextual changes.</p>	<p>1.3.2.1. Evidence exists that formed the basis of the assumptions at the CSP design phase</p> <p>1.3.2.2. Evidence in WFP documents and external sources regarding the extent to which the CSP assumptions hold true</p> <p>1.3.2.3. Evidence exists in WFP documentation that the assumptions were revised based on changes in the context</p> <p>1.3.2.4. WFP and government stakeholders and others show a consensus perception regarding the extent to which the CSP assumptions hold true and were adjusted based on contextual changes</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • WFP Annual Country Reports • WFP Internal Reports • External documents including assessments and studies. <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including, 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Contribution analysis according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			<p>among others: CD, DCD, SO Managers, Strategic Partnerships & Comms, M&E</p> <ul style="list-style-type: none"> • KIIs with UNCT member organization representatives – UNRCO, UNICEF, FAO, UNDP • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
<p>1.3.3: Alignment to WFP Strategic Plan in the framework of the 2030 Agenda</p>	<p>Consistency of the CSP with corporate outcome areas and lines of intervention</p>	<p>1.3.3.1 CSP Strategic Directions and Objectives matching those of WFP Strategic Plans (2017–2021*2021–2024).</p> <p>1.3.3.2 WFP stakeholders show a consensus perception that CSP aligns with corporate WFP Strategic Plans</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP documents • 2019 WFP Indonesia Country Strategic Plan Evaluation • WFP Strategic Plan and Agenda 2030 • WFP Strategic Plan (2017–2021) & WFP Strategic Plan (2022–2025) <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Strategic Partnerships & Comms, M&E, RBB 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
<p>1.4 To what extent and in what ways did the CSP adapt and respond to evolving food security, nutrition and impacts of disaster and climate change country capacity needs and priorities, to ensure continued relevance during implementation?</p>				

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
1.4.1 Flexibility / Capacity to adapt to changing development or humanitarian contexts	<p>The extent to which analysis of the evolution of context has been conducted within the CSP to guide adaptations based on emerging priorities</p> <p>The extent to which the pandemic led to changes in strategic positioning required and the degree of adaptation by WFP</p> <p>The extent to which WFP strategic positioning has remained relevant within national priority shifts during the CSP</p>	<p>1.4.1.1 Existence of new analyses sponsored by WFP or the Government of Indonesia to highlight changing capacities and needs, including pandemic-related</p> <p>1.4.1.2 Internal reports show evidence of analysis of changing contexts and descriptions for actions to take in response</p> <p>1.4.1.3 Internal reports and ProDoc or MoU agreements show WFP responding to emergent requests from government</p> <p>1.4.1.4 WFP and Government of Indonesia stakeholders can cite examples of “soft aid” or support that is informally provided without written documentation</p> <p>1.4.1.5 WFP and Government of Indonesia stakeholders show a consensus perception that CSP was adapting to changing contexts and responsive to emergent requests from government</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP Annual Country Reports/Standard Project Report • WFP Mid-Term Review Report • WFP Internal Reports such as sectoral assessments or trip reports (such as a CCS mission report from the Regional Office). • ProDocs and MoUs <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
Evaluation Question 2: What difference did the CSP make to food security , nutrition, disaster, and climate change 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 mitigation on the impact of disaster and climate change on food security and nutrition (SO2) and malnutrition prevention and improvement of diets (SO3)? Were there any unintended outcomes, positive or negative? (Effectiveness)				
2.1.1 Level of attainment of planned outputs	Summarizing the number of outputs accomplished in comparison to planned disaggregated by strategic outcomes within the CSP	2.1.1.1 Evidence of attainment of planned outcomes in WFP monitoring and evaluation data	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP Annual Country Reports 	Document review from WFP Document Review Analysis

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
	Identifying frequency of actions and interventions against the CCS pathways of change	<p>2.1.1.2. WFP and government stakeholders show a consensus perception regarding the level of attainment of planned outputs</p> <p>2.1.1.3. Frequency mapping of reported interventions against pathways of change from annual or monthly reports</p>	<ul style="list-style-type: none"> • WFP Monthly Country Bulletins • WFP Internal Reports • Disaster and climate change related proposals and coordination updates and Sitreps, if applicable <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Strategic Partnerships & Comms, M&E • KIIs with UNCT member organization representatives – UNRCO, UNICEF, FAO, UNDP, UNOCHA • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>CCS Pathways of Change Frequency Mapping from Document Review Analysis</p> <p>Quantitative Data Analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>KII semi-structured analysis – oral history according to principles described in Annex 9</p> <p>KII semi-structured analysis – pathways of change according to principles described in Annex 9</p> <p>Contribution analysis according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
<p>2.1.2 Progress towards achieving strategic outcomes.</p>	<p>Exploring to what extent the CSP has shown progress towards the expected CSP strategic outcomes</p> <p>To what extent did WFP CO make efforts towards achieving the strategic outcomes that could not be captured with the existing CCS indicators?</p> <p>Identification of the hidden outcomes and cascade effects within government CCS from CSP support</p> <p>Identifying the key factors leading to specific success and cascade CCS from CSP support</p> <p>Exploration of the long-term evolution of CSP support around specific themes and products stretching back beyond the CSP period</p> <p>The extent to which CSP implementation has produced and documented outcomes other than those planned: positive and negative</p> <p>The extent to which the realization of outputs within the SOs within the CSP can be logically connected to the attainment of WFP strategic outcomes (by outcome and activity) and Indonesia's development</p>	<p>2.1.2.1 Evidence from national-level data and project documentation of progress towards strategic outcomes</p> <p>2.1.2.2 Evidence exists in documentation establishing logical connection between outputs to realization of outcomes including:</p> <ul style="list-style-type: none"> a. Logical framework and ToC development b. Indicators developed for output and outcome c. Capacity assessment mapping exercise by activity d. Qualitative perceptions of stakeholders regarding logic model and WFP contribution <p>2.1.2.3 Evidence exists in programme documentation identifying responses to emerging requests and unintended effects – Disaggregated by activity and strategic outcomes</p> <p>2.1.2.4 Evidence exists of critical efforts towards achieving the strategic outcomes that have not yet been captured in CO monitoring reports</p> <p>2.1.2.5 WFP, the Government of Indonesia, the United Nations Country Team (UNCT), and international community representatives perceive that WFP has made positive contributions to achieving the strategic outcomes</p> <p>2.1.2.6 WFP and government stakeholders can articulate that the</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP LoS • CSP document • 2019 WFP Indonesia Country Strategic Plan Evaluation • Internal WFP ToC exercises • WFP Annual Country Reports • WFP internal Monitoring Reports • WFP Annual Country Reports • Capacity needs mapping • Country Programme Action Plan • ProDocs and MoUs • Partnership Agreements – government, UNCT, and civil society • Decentralized Evaluations • Government documents including commissioned studies and annual reporting <p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs/MSC/LSC with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>CCS Pathways of Change Frequency Mapping from Document Review Analysis</p> <p>Quantitative Data Analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>KII semi-structured analysis – oral history according to principles described in Annex 9</p> <p>KII semi-structured analysis – pathways of change according to principles described in Annex 9</p> <p>Contribution Analysis according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		<p>achievement of outputs (including those from WFP's previous works) can lead to the realization of outcomes of WFP and Indonesia's development, intended and unintended</p> <p>2.1.2.7 WFP, government, and UNCT stakeholders can cite examples of responses to emergent themes that have led to the achievement of outcomes of WFP and Indonesia's development, intended and unintended</p> <p>2.1.2.8 Existing evidence of examples of when the CSP implementation had an impact on development in Indonesia outside / beyond its strategic outcomes</p> <p>2.1.2.9. WFP, government, and UNCT stakeholders can cite examples of when the CSP implementation had an impact in Indonesia outside / beyond its strategic outcomes</p>	<ul style="list-style-type: none"> • KIIs with UNCT member organization representatives – UNRCO, UNICEF, FAO, UNDP, UNOCHA • KIIs with donors 	
2.2 To what extent did WFP take into consideration cross-cutting aims in the type of support provided to government? (protection and AAP; GEEW; nutrition integration; and environment) ⁴⁶				
2.2.1 Humanitarian principles	Extent to which WFP capacity support to government affected the already high quality of the government's humanitarian assistance – including whether it increased impartial delivery	<p>2.2.1.1 Documentation describes WFP actions for contributing to humanitarian principles</p> <p>2.2.1.2 WFP, government and other key stakeholder perceptions regarding WFP support to humanitarian principles</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP Annual Country Reports • Disaster and climate-change-related project proposals and coordination updates and Sitreps • External documents including, among others: NDMA 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p>

⁴⁶ Adapted slightly from the original ToR EQ.

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			<p>Humanitarian Response Action Plan, National Logistics Cluster Workshop Reports</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with international representatives – UNICEF, AHA Centre, UNOCHA, UNDP 	<p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
2.2.2 Protection	<p>The extent to which the theme of protection of affected populations was integrated into WFP's CCS support to government programmes and interventions – by SO</p>	<p>2.2.2.1 Evidence in WFP documents of integration of protection of affected populations in WFP activities</p> <p>2.2.2.2 WFP, government, UNCT, and other key stakeholders perceive WFP to have integrated protection aspirations into CSP actions</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP document • Activity Workplans • WFP Annual Country Reports • Disaster and climate-change-related project proposals and coordination updates <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p>	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			<ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs/MSC/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with international representatives – UNICEF, AHA Centre, UNOCHA, UNDP 	according to principles described in Annex 9
2.2.3 Accountability to Affected Populations	The degree to which the theme regarding principles of accountability to affected populations were integrated into WFP CCS interventions supporting government programmes	<p>2.2.3.1 Evidence in documentation citing accountability to affected population measures – including complaints mechanisms – if any</p> <p>2.2.3.2 WFP, government, UNCT, and other key stakeholders perceive WFP to have: i) integrated accountability to affected populations aspirations into CSP actions – can cite reflections for future measures for integrating accountability to affected populations within a CSP capacity strengthening approach</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP Annual Country Reports • Disaster and climate-change-related project proposals and coordination updates <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs/MSC/LSC with government officials including, among 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			<p>others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency</p> <ul style="list-style-type: none"> • KIIs with international representatives – UNRCO, UNICEF, AHA Centre, UNOCHA, UNDP 	
2.2.4 Gender, equity and inclusion	<p>The degree to which the principles of gender, equity and inclusion were considered and able to be integrated within the framework of the CSP and within support for Activities (by SO)</p> <p>The degree to which WFP promoted rights of persons with disabilities</p> <p>The degree to which progress has been made toward the gender transformative programme actions</p>	<p>2.2.4.1 WFP gender and age marker scores and assessment – disaggregated by SO as feasible</p> <p>2.2.4.2 Documentation in CSP and disaster management show gender, equity and inclusion analysis undertaken during design phase or strategic review disaggregated by activity and SO</p> <p>2.2.4.3 Workplans describe how gender, age, equity and inclusion considerations shape activities and interventions – disaggregated by activity and objective</p> <p>2.2.4.4 Budget analysis shows resource allocation for gender transformative programming – disaggregated by activity and SO</p> <p>2.2.4.5 WFP, government, and other key stakeholders can cite: i) mechanisms by which WFP integrated gender, equity and inclusion into programming, partnerships, and agreements – disaggregated by activity and objective; ii) future measures by which WFP can integrate gender sensitivity into future</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP Annual Country Reports • WFP Internal Reports • Gender and Age Marker documentation from ACRs, and CSP documents • Disaster and climate change related proposals and coordination updates and Sitreps, if applicable <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Strategic Partnerships & Comms, M&E • KIIs with UNCT member organization representatives– UNRCO, UNICEF, FAO, UNDP 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		<p>programming, partnerships, or agreements within a CSP approach</p> <p>2.2.4.6 WFP stakeholders and WFP documentation can identify progress achievements against gender transformative action plans</p>	<ul style="list-style-type: none"> • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, BNBP, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	
2.2.5 Environment	The degree to which the principles of environmental assessment of project activities considered and able to be integrated within the framework of the CSP and within support for activities (by SO) and any humanitarian response	<p>2.2.5.1 Documentation in CSP show environmental analysis undertaken during design phase or strategic review disaggregated by activity and SO</p> <p>2.2.5.2 Workplans describe how environmental considerations shape activities and interventions – disaggregated by activity and objective</p> <p>2.2.5.3 WFP, government, and other key stakeholders can cite: i) mechanisms by which WFP integrated environmental sensitivity into programming, partnerships, and agreements – disaggregated by activity and objective</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP Annual Country Reports • Disaster and climate change-related proposals and coordination updates, seasonal monitoring analysis, or Sitreps, as applicable • External documents from UNRCO or government related to COVID response • KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Strategic Partnerships & Comms, M&E <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with UNCT member organization representatives– UNRCO, UNICEF, FAO, UNDP, UNOCHA • KIIs with government officials including, among others: MoP, 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			MoSA, MoE, NFA, BNBP, MoH, MoA, Meteorological, Climatological, and Geophysical Agency	
2.2.6 Nutrition-sensitive programming	The degree to which the principles of nutrition sensitivity were considered and able to be integrated within the framework of the CSP (especially SO1 and SO2) and within support for activities	<p>2.2.6.1 Evidence of nutrition-sensitive programming being integrated in the CSP strategic outcomes</p> <p>2.2.6.2 WFP and government stakeholders provide consensus perceptions regarding the integration of nutrition sensitivity in the CSP- disaggregated by activity, SO</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • WFP Line of Sight • Reports of studies/assessments on nutrition sensitivity • WFP Annual Country Reports <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>KII semi-structured analysis – MSC/LSC according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
2.3 To what extent are the enhanced food security, nutrition, and mitigation impacts of disaster and climate change country capacities envisaged by the CSP likely to be sustainable, in particular from a financial, social and institutional perspective? (Sustainability)				
2.3.1 Strategic Integration	Assessing the extent to which CSP benefits are likely to be integrated and reflected in government policies and priorities, United Nations frameworks, and WFP corporate frameworks	<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</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • 2019 WFP Indonesia Country Strategic Plan Evaluation 	<p>Document review from WFP</p> <p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		<p>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, WFP, and UNCT priorities</p>	<ul style="list-style-type: none"> 2023 WFP Indonesia Mid-Term Review UNSCDF and UNCT annual reports Government policies, plans and programmes <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB KIIs with Donor and UN Peer Agencies – DFAT, OFDA, UNICEF, FAO, RC, UNDP, UNOCHA 	<p>Contribution analysis according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9, including the use of the sustainability rubric</p>
2.3.2 Resourcing	Extent to which government is likely to be able and willing to sustain continuation of relevant CSP activities	<p>2.3.2.1 Evidence in documentation of resourcing availability for government management – disaggregated by activity and strategic outcome</p> <p>2.3.2.2 WFP, government, and other key stakeholders’ perceptions regarding government capacity for resourcing availability after handover to government – disaggregated by activity and strategic outcome</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> WFP Annual Country Reports WFP Financial and Funding Reports such as the CBP Plan versus Actual, EB Resources Overview, or the Resources Situation Report 	<p>Document review from WFP Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Contribution analysis according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			<ul style="list-style-type: none"> Government Policy Frameworks and Programmes including MoFA and MoP resourcing projections <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9, including the use of the sustainability rubric</p>
<p>2.3.3 Technical capacity achievements, ownership, and handover</p>	<p>Assessing the extent to which technical capacity strengthening has been achieved among government institutions among dimensions of: i) individual; ii) institutional; and iii) enabling environment, by SO sufficient to sustain social protection and humanitarian response programming and food security after WFP support</p> <p>Exploring the extent to which there exists sufficient political will and ownership among government to support targeted activities and programmes moving forward in food</p>	<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 outcomes</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 outcomes</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> CSP document WFP Annual Country Reports External studies of relevance to CSP strategic outcomes WFP Budget Reports WFP Funding Reports Government Policy Frameworks and Programmes Country Programme Action Plan ProDocs and MoUs 	<p>Document review from WFP Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Contribution analysis according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
	<p>security analysis, nutrition, school meals, resilience, and disaster and climate change</p> <p>The existence of exit strategies for the different SO components and measures planned to support the sustainability of the actions</p>	<p>2.3.3.3 Evidence exists from documentation citing political will and ownership considerations compared against Capacity Strengthening Framework progress milestones – disaggregated by activity and Outcomes</p> <p>2.3.3.4 WFP, government, and other key stakeholders’ consensus perceptions regarding government ownership and political will – disaggregated by activity and strategic outcomes</p> <p>2.3.3.5 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</p> <p>2.3.3.6 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>	<p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs/MSC/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>described in Annex 9, including the use of the sustainability rubric</p>
Evaluation Question 3: 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? (Efficiency)				
3.1.1 Timeliness	<p>Assessing the extent to which planned activities and outputs were delivered within the intended timeframe</p> <p>Assessing the extent to which WFP was able to be timely and responsive to the changes in the context</p> <p>Main factors affecting timeliness</p>	<p>3.1.1.1 Evidence in programme reports of timeliness – disaggregated by activity and SO</p> <p>3.1.1.2 WFP and government stakeholders provide consensus perceptions regarding the timeliness and responsiveness – disaggregated by activity and SO</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP Design Document • WFP Annual Country Reports • ProDocs and MoUs • CSP MTR <p>Semi-structured interviews with key informants including for general,</p>	<p>Document Review Analysis</p> <p>Quantitative Data Analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		3.1.1.3. WFP and government provide consensus perceptions regarding main factors affecting timeliness of delivery	MSC, LSC, oral history and pathways of change <ul style="list-style-type: none"> • KIIs with government officials including, among others: MOP, MoSA, MoE, FSA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with donors 	KII semi-structured analysis – pathways of change according to principles described in Annex 9 Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9
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?				
3.2.1 Prioritization	Exploring extent to which targeting of interventions within the CSP utilized justifiable methodology for decision making to optimize limited resources What factors can explain the changes over time and differences between SOs and activities in financial execution?	3.2.1.1 Evidence in documentation of mapping data being used for prioritization interventions – disaggregated by activity and strategic outcome 3.2.1.2 WFP and government stakeholders provide consensus perceptions regarding the appropriateness of any prioritization decisions within the frame of the CSP – disaggregated by activity, strategic outcome and government agency or ministry	Document review from WFP including commissioned studies and annual reporting <ul style="list-style-type: none"> • CSP documents • WFP Annual Country Reports • Activity workplans • ProDocs and MoUs • Partnership agreements – government, UNCT, and civil society Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change <ul style="list-style-type: none"> • KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, 	Document Review Analysis Quantitative data analysis – descriptive and frequency analysis KII semi-structured analysis – general according to principles described in Annex 9 KII semi-structured analysis – pathways of change according to principles described in Annex 9 Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			Climatological, and Geophysical Agency <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • 	
3.3 To what extent was the CSP delivered in a cost-efficient manner? (Efficiency)				
3.3.1 Cost efficiency	<p>Exploring the extent to which the CSP operated in a cost-efficient manner</p> <p>What factors can explain the changes over time and differences between SOs and activities in financial execution?</p>	<p>3.3.1.1 Existence of evidence showing how resources within the CSP were optimized for delivery of activities – disaggregated by activities and strategic outcomes</p> <p>3.3.1.2 Resource mobilization efficiency</p> <p>3.3.1.3 Operational efficiency</p> <p>3.3.1.4 WFP and government stakeholders’ consensus perceptions regarding the cost-efficiency of the CSP and the implementation of activities</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP documents • WFP Annual Country Reports – narrative and financial report • WFP Budget and Financial Reports • Resource Mobilization Reports and Funding situation <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>Document Review Analysis</p> <p>Quantitative data analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Analysis of efficiency through comparison of planned vs. mobilized resources actually used within the CSP to determine resource mobilization efficiency</p> <p>Analysis of budget breakdown and the evolution of the direct support cost budget line within the CSP to determine degree of operational efficiency over time</p> <p>Triangulation between data sources, data collection</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
				techniques, and data types according to principles of thematic analysis described in Annex 9
Evaluation Question 4: 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? (Efficiency, Sustainability) ⁴⁷				
4.1.1 Resource mobilization	<p>Identifying the extent to which resource mobilization met CSP 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 disaggregated by activity and strategic outcome</p> <p>Existence of evidence regarding adaptation of resource mobilization to respond to changing contexts within the CSP – documentation and stakeholder perceptions</p> <p>Existence of evidence regarding barriers – if any – to resource mobilization including international donors and government commitments – documentation and stakeholder perceptions</p> <p>Perceptions of government and other key stakeholders regarding</p>	<p>4.1.1.1 Evidence in documentation of resource forecasting guiding CSP – disaggregated by activity and strategic outcome</p> <p>4.1.1.2 Evidence in documentation regarding actions taken to adapt to resource mobilization changes throughout the CSP – disaggregated by activity and strategic outcome</p> <p>4.1.1.3 Evidence in documentation referencing barriers for resourcing – disaggregated by activity and strategic outcome</p> <p>4.1.1.4 Evidence in documentation regarding functioning of CSP finance and budget structure for adaptiveness and resourcing</p> <p>4.1.1.5 WFP, government and donor stakeholders hold consensus perceptions on WFP’s capacity for resource mobilization according to four dimensions: a) Forecast; b)</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP document • WFP Annual Country Reports • WFP Funding and resource data • WFP Budget and Financial Reports <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>Document Review Analysis</p> <p>Quantitative data analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

⁴⁷ There is overlap between this question and EQ3.2 on reprioritizing CCS efforts to optimize limited resources.

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
	<p>WFP resource mobilization potential and barriers within the CSP</p> <p>Perceptions of WFP stakeholders regarding new CSP budget structure and potential for flexible response to financing the CSP</p> <p>Perceptions of stakeholders regarding the effects of the pandemic on financial needs and the level of funding on any additional requests</p>	<p>adaptiveness; c) barriers for resourcing; and d) CSP corporate systems and structures – disaggregated by activity and strategic outcome</p> <p>4.1.1.6 WFP, government and donor stakeholders hold consensus perceptions on the effects of the pandemic on financial needs and the level of funding on additional requests</p>		
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? (Efficiency, Effectiveness, Sustainability)				
4.2.1 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</p> <p>Perceptions of government and other key stakeholders regarding CSP quality of partnerships</p> <p>To what extent was the CO able to adapt to partnership needs and additional opportunities arising during the COVID-19 pandemic?</p>	<p>4.2.1.1 Programme documentation shows evidence of strategic decision making regarding partnerships, disaggregated by type of partnership</p> <p>4.2.1.2 Programme documentation provides evidence of outcomes of partnerships, including effect on results disaggregated by type of partnership</p> <p>4.2.1.3 Programme documentation cites barriers to partnerships disaggregated by type of partnership within CSP framework</p> <p>4.2.1.4 Programme documentation provides evidence of the ability of the CO to adapt to partnership needs and opportunities during COVID-19 pandemic</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP documents • Activity workplans • WFP Annual Country Reports • Partnership agreements • ProDocs and MoUs • External Documents <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs/MS/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
		<p>4.2.1.5 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>4.2.1.6 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> <p>4.2.1.7 WFP, government and other key stakeholder perceptions of the ability of the CO to adapt to partnership needs and opportunities during COVID-19 pandemic</p>	<ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with donor, United Nations peer agencies, academia and private sector – DFAT, OFDA, UNICEF, FAO, UNRCO, UNDP, UNOCHA, IPM (University), Cargill (Private Sector) 	
4.2.2 WFP's comparative advantage and partnerships	Assessing the extent to which WFP has recognized and maximized its potential comparative advantage with respect to the actions and programming of other United Nations agencies, funds and programmes to maximize inter-agency complementarity while avoiding duplication of effort	<p>4.2.2.1 Existence in CSP document articulating WFP comparative advantages at the time of design</p> <p>4.2.2.2 Recognition in MoUs and ProDocs of WFP comparative advantage – disaggregated by approach, activity, and strategic outcome</p> <p>4.2.2.3 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 outcome</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CSP document • 2019 WFP CSPE Report • Internal WFP Reports such as workplans • External documents such as ProDocs and MoUs, government annual reports, Cooperation framework agreements, UNSDCF reports <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p>	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			<ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with UNCT member organization representatives and United Nations Focal Point for UNSDCF – UNRCO, UNICEF, FAO, UNOCHA • KIIs/MSC/LSC with government officials including, among others: MoSA, MoP, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency 	
4.3 What are the critical factors, internal and external to WFP, explaining performance and results? (Efficiency, Effectiveness)				
4.3.1 Adequacy of human resources	<p>Exploring the extent to which the availability of human resources enhanced CSP implementation in terms of: i) strategy development; ii) policy engagement; iii) integration of cross-cutting priorities; iv) resource mobilization; and v) other implementation issues</p> <p>Stakeholder perceptions regarding adequacy of human resources as impacting WFP’s performance</p>	<p>4.3.1.1 Existence of CO organizational structure (and revisions) and the rationale underlying them</p> <p>4.3.1.2 Existence of CSP documents reporting the impact of WFP human resources and the impact on: i) strategy development; ii) policy engagement; iii) integration of cross-cutting priorities; iv) resource mobilization; and v) other implementation issues</p> <p>4.3.1.3 Government and WFP stakeholders’ perceptions of the adequacy of WFP human resources and the impact on: i) strategy development; ii) policy engagement; iii) integration of cross-cutting priorities; iv) resource mobilization; and v) other implementation issues</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • CO organizational structure and subsequent revisions <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, HR • KIIs with government officials including, among others: MoP, 	<p>Document Review Analysis</p> <p>Quantitative Data Analysis – descriptive and frequency analysis on HR structure and changes over time</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, Climatological, and Geophysical Agency	
4.3.2 Innovation in CSP design and implementation	<p>Exploring the extent to which the CSP structure enhanced flexibility in terms of: i) budget allocation flexibility; ii) emergent requests; iii) activity and SO synergy; and iv) flexibility in staffing</p> <p>Existence of evidence regarding structural factors in CSP programme that provided greater flexibility</p> <p>WFP stakeholder perceptions regarding innovation in CSP design and implementation for WFP's performance</p>	<p>4.3.2.1 Existence of CSP documents reporting on the extent and the way the CSP structure enhanced flexibility in terms of: i) budget allocation flexibility; ii) emergent requests; iii) activity and SO synergy; and iv) flexibility in staffing</p> <p>4.3.2.2 Existence of CSP documents reporting on the extent and the way the CSP structure enhanced flexibility in terms of: i) budget allocation flexibility; ii) emergent requests; iii) activity and SO synergy; and iv) flexibility in staffing</p> <p>4.3.2.3 WFP stakeholders' perceptions of the extent and the way innovation in CSP design and implementation impacted WFPs performance</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> • WFP CSP document • WFP Country Strategic Plan Evaluation Report 2019 • WFP Mid-term Review Report 2023 • Annual Country Reports • Other WFP documents as relevant <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB • KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoA, Meteorological, Climatological, and Geophysical Agency 	<p>Document Review Analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
4.3.3 Adequate availability and use of monitoring data	Exploring the extent to which the availability and use of monitoring data enhanced CSP implementation	4.3.3.1 Existence of adequate monitoring data available for use	Document review from WFP including commissioned studies and annual reporting	Document Review Analysis

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
	<p>in terms of: i) reprioritization; and ii) leaving no one behind</p> <p>WFP stakeholder perceptions regarding the use of monitoring data as impacting WFP's performance</p>	<p>4.3.3.2 Existence of evidence that monitoring data are used to enhance CSP implementation in terms of: i) reprioritization; and ii) leaving no one behind</p> <p>4.3.3.3 WFP stakeholders' perceptions regarding the use of monitoring data as impacting WFP's performance</p>	<ul style="list-style-type: none"> CO monitoring data WFP Annual Country Reports <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> KIIs with current and former WFP stakeholders, including CD, DCD, Head of SOs, Head of Strategic Partnerships & Comms, M&E, RBB 	<p>Quantitative data analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>
<p>4.3.4 Other factors affecting WFP's performance</p>	<p>Assessment of internal and external factors that facilitated or hindered the delivery of results or subsequent intended cascade effects</p>	<p>4.3.4.1 Evidence in documentation related to internal factors affecting results disaggregated by SO and activity</p> <p>4.3.4.2 Evidence in documentation related to external factors affecting results, disaggregated by SO and activity</p> <p>4.3.4.3 WFP, government, UNCT and other stakeholders can identify internal and external factors affecting results and potential cascade effects, disaggregated by activity, outcome, and ministry or agency</p>	<p>Document review from WFP including commissioned studies and annual reporting</p> <ul style="list-style-type: none"> CSP Design Document WFP Annual Country Reports ProDocs and MoUs CSP MTR Partnership agreements – government, UNCT, and civil society Decentralized Evaluations and other relevant documents <p>Semi-structured interviews with key informants including for general, MSC, LSC, oral history and pathways of change</p> <ul style="list-style-type: none"> KIIs with government officials including, among others: MoP, MoSA, MoE, NFA, NDMA, MoH, MoA, Meteorological, 	<p>Document Review Analysis</p> <p>Quantitative Data Analysis – descriptive and frequency analysis</p> <p>KII semi-structured analysis – general according to principles described in Annex 9</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles described in Annex 9</p>

Evaluation questions and sub-questions	Lines of inquiry	Indicators	Data collection techniques and data sources	Data analysis techniques
			Climatological, and Geophysical Agency <ul style="list-style-type: none"> • KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E • KIIs with donors 	

Annex 8: Field mission schedule

65. The data collection mission was slated for 23 September–8 October 2024 with the final exit briefing occurring on 9 October 2024. Due to parallel events and travel on the part of the country team, the final exit briefing was replaced with a facilitated conversation on Friday 4 October 2024. Table 44 shows the overall data collection calendar, with sub-team indications where the team works in parallel.

Table 10: Field mission schedule

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
September	22	23	24	25	26	27	28
Evaluation team (All)	Evaluation team arrival	Jakarta	Jakarta	Jakarta	Jakarta	Jakarta	Review data
October	29	30	1	2	3	4	5
Evaluation team (Kupang)	Travel Kupang	Kupang	Kupang	Return Jakarta	Jakarta	Facilitated conversation with CO	Data analysis
Evaluation team (Jakarta)	Review data	Jakarta	Jakarta	Jakarta	Jakarta	Jakarta	Data analysis
October	6	7	8	9	10	11	12
Evaluation team (All)	Data analysis	Jakarta	Jakarta	Jakarta			

Source: Evaluation team.

Annex 9: Data collection tools

KII Semi-Structured Interview guide⁴⁸

Overview

66. This section lays out the principles that will guide the evaluation team in the selection of key informant participants and conduct of the key informant interviews (KIIs). The evaluation team will conduct KIIs with participants selected for their familiarity with WFP's activities, results achieved relating to each of the strategic outcomes, and the evolving context of Indonesia. Additional criteria for selection include:

- **Accessibility: can the evaluation team access the stakeholders?**
- **Gender: Does the mix of stakeholders represent gender diversity?⁴⁹**
- **Diversity: Does the mix of stakeholders represent the diversity of national and subnational stakeholders?⁵⁰**

67. A single KII guide has been developed for use in this evaluation with all stakeholder types. The guide is designed to be a "semi-structured" interview guide; it provides some guidance to a conversation, but with the flexibility for modification according to specific stakeholder expertise. The facilitators may engage in probes as themes emerge. Facilitators should have the freedom to follow emergent themes pertinent to the overall evaluation matrix and the evaluation objectives. Importantly, not all questions will be considered relevant for all stakeholder groups. Thus, the interviewer should rephrase the questions as they see fit to make them appropriate for their audiences.

68. Each section covers a different segment of the Evaluation terms of reference (ToR) and Matrix. The facilitator should only cover a segment if the respondent has sufficient experience or insights to address the segment. Some items are only for internal WFP stakeholders, while others may be asked of all stakeholders.

69. **Not all questions can be asked in all interviews.** The interviewer should foresee about one hour on average for each KII. Therefore, it is important to prioritize which sections are the most information rich with the participating stakeholder(s). Triangulation of themes and observations from multiple stakeholders ensures the mitigation of a single interview not collecting all the possible key insights and observations.

70. An additional mitigation measure includes prioritizing key themes. For all stakeholders, the first ten questions are the most likely to be used: followed by the Most Significant Change (MSC) and Least Significant Change (LSC) exercises. The remaining questions pertaining to the specific evaluation criteria will be applied on a stakeholder-by-stakeholder basis.

71. The interviewer should introduce themselves and clarify the purpose of the evaluation, as well as the confidentiality of the interview (i.e., when quoting KIIs, attribution will be made to categories of stakeholders, not individuals or organizations).

72. General guidelines for KIIs for interviewers

73. *Establish rapport.* Begin with an explanation of the purpose of the interview, the intended uses of the information and assurances of confidentiality (see introduction below). Except when interviewing technical experts, questioners should avoid jargon.

74. *Phrase questions carefully to elicit detailed information.* Avoid questions that can be answered by a simple "yes or no". For example, questions such as "Please tell me about the youth programme activities?" are better than "Do you know about the youth programme activities?"

⁴⁸ This guide is intended to be used for all stakeholders at national and subnational levels with a focus on the CCS components and tracking the most significant changes.

⁴⁹ If it does not, then additional stakeholders need to be added.

⁵⁰ Ibid.

75. *Use probing techniques.* Encourage informants to detail the basis for their conclusions and recommendations. For example, an informant's comment, such as "The youth programme has really changed things around here" can be probed for more details, such as "What changes have you noticed?" "Who seems to have benefited most?" "Can you give me some specific examples?"

76. *Maintain a neutral attitude.* Interviewers should be sympathetic listeners and avoid giving the impression of having strong views on the subject under discussion. Neutrality is essential because some informants, trying to be polite, will say what they think the interviewer wants to hear.

77. *Minimize translation difficulties.* Sometimes it is necessary to use a translator, which can change the dynamics and add difficulties. For example, differences in status between the translator and informant may inhibit the conversation. Often information is lost during translation. Difficulties can be minimized by using translators who are not known to the informants, briefing translators on the purposes of the study to reduce misunderstandings, and having translators repeat the informant's comments verbatim.

78. *Collect additional documentation.* During the interview, the KI may refer to documentation. Ask for copies, preferably in digital form, but if unavailable then hard copy. This can help fill in any gaps and add to the existing documentation. If a formal request is required for additional documentation, the office can contact WFP's focal point for the CSPE via email (lukman.hakim@wfp.org).

79. *Thank the key informant.* Thank the KI for the time given to the interview and the information provided.

80. Ethical and safety considerations

81. Conducting work of this nature requires high ethical standards to ensure that expectations are not raised, confidentiality is maintained, and respondents are treated with dignity and respect, and are never forced to participate or encouraged to speak about subjects that may be traumatizing or may put them at risk. This entails:

82. **Dignity & respect:** KIs understand the purpose of the exercise, the types and intended use of the data that are going to be collected. They are reassured that there will be no repercussions should they choose not to participate.

83. **Confidentiality:** KIs are aware that any reference to their interview in resulting reports will be generic to make it impossible to trace information to its individual source. However, the information provided during the interview will be recorded and used for the purpose of the evaluation.

84. **Safety:** Location and timing are crucial. Discussion is held in a private, non-threatening, and easily accessible and safe place, and at a time that is appropriate to the KI's needs and schedule.

Introduction (beginning of interview)

Who are we: *We are an evaluation team of four persons commissioned by WFP Office of Evaluation to carry out an independent 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, to generate recommendations for future improvement of WFP's support through this programme for the government. 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 programme 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. You should report any problems to [_____].*

Confidentiality: *The evaluation team will use findings from this and the other meetings. We 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 relationship to, or the way you are connected to, this WFP Country Strategic Plan? What is your role?
GENERAL PATTERNS
2. Results: What do you see have been the major changes as a result of the CSP programme activities? (Focus on any or all that are applicable to the stakeholder interviewed)
3. Successes: What, if anything, do you see as having been the most successful actions? Which have been the main shifts or outcomes from WFP support? (Focus on any or all that are applicable to the stakeholder interviewed)
4. Challenges: What, if anything, have been some of the biggest challenges facing the CSP? <ol style="list-style-type: none"> How were these overcome? Which challenges still remain?
5. Capacity strengthening: What are your perceptions regarding how the capacity strengthening efforts at the national level cascade or subnational levels? How effective , if at all, has WFP been in creating a cascade effect on the capacities of subnational levels? What are indicators you would cite to show this linkage? What are some barriers to subnational capacity strengthening? (Focus on the dimensions that are applicable to the stakeholder interviewed)
6. In your experience, what would be WFP's comparative advantage in the context?
7. In your experience, how has the CSP been able to adapt to changing contexts and emergent needs? What have been some of the bottlenecks for adaptation and flexibility?
8. In your experience, how has the CSP been able to build synergy ? What have been some of the multiplier effects of this type of engagement? What have been some of the barriers for building synergy?
9. In your experience, what have been some of the unintended effects of the CSP programming approach during this CSP? <ol style="list-style-type: none"> Probe: Key risks raised in the theory of change (ToC) – did these materialize?
10. In your experience, to what degree has WFP participated in the clusters and technical working groups through the CSP? How has this participation supported capacity strengthening efforts?
11. In your experience, to what degree has WFP participated in national coordination platforms through the CSP? How has this participation supported capacity strengthening efforts?
Most significant change (MSC) – general (First ask this as a general question to capture unexpected outcomes)
12. Think back to all of the things that have been happening within this CSP or earlier. Think of an example of a change in the context as a result of WFP interventions in Indonesia – at the national or subnational levels – that you think best illustrates the most important type of impact that WFP has had. This change can be related to individuals, institutional processes, policies, or anything else. What example comes to mind?
Elements for MSC consideration: <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>Summary:</p> <ul style="list-style-type: none"> ○ Title of the story ○ Who was the main person or entity involved? ○ What was the main theme? ○ Where did it take place? ○ When did it take place? <p>Chronology</p> <ul style="list-style-type: none"> ○ How did the story start? What were things like at the beginning? ○ What did the intervention look like? What did the intervention focus on? ○ What were the reactions of the person/subject? ○ What were some challenges during the process? ○ How did things finish? How were things wound up? <p>Impact</p> <ul style="list-style-type: none"> ○ What were some of the most significant changes in the subject/person/entity compared to before? ○ What were the most successful things WFP doing to help? ○ What were some things that could have been done differently? <p>Reflection</p> <p>Why did they pick this story? Why not a different one? What is special about this one?</p>
Oral history – MSC – specific (To be used to specifically concentrate on the workstreams and lines of inquiry identified by the country office (CO))

(Depending on the stakeholder, select one or two of these workstreams to explore – prioritize the Food Security and Vulnerability Atlas (FSVA), School Based Programmes, or Cost of Diet study)⁵¹

- **FSVA**
- CLEAR+
- E-Simba
- Anticipatory action/Early warning
- National Logistics Cluster
- National Logistics system strengthening
- **School Based Programmes**
- Rice Fortification
- **Cost of Diet study/Fill the Nutrient Gap**
- Germas Social Behavioural Change (SBC with the Ministry of Health)

We'd like to hear more about the emergence of <Insert> and what has happened afterwards.

13. Oral history: First of all, can you tell us a bit about how you heard about/became involved in this intervention?
 - How was this started? Where did the idea come from?
 - How have things evolved since the beginning?
 - What were some of the challenges encountered? How did these get navigated?
 - If you could start this process over again, what should be done differently?
14. How are things going now? What have been some successes?
 - Looking back now, what do you see as one of the biggest changes in the government/system as a result of this intervention?
15. Has this intervention led to any other adaptations or changes within the government?
16. What do you see as the next steps in this process?

Least Significant Change (LSC) – general (First, ask this question to capture additional requests)

17. Over the years, there have been many initiatives sponsored by WFP at government request. Think back to all of the things that have been happening within this CSP or earlier. Think of an example of an initiative or workstream that has had the most challenges or been the least successful. What example comes to your mind? This initiative can be related to individuals, institutional processes, policies, or anything else.

Elements for LSC consideration: *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:*

Summary:

- Title of the story
- Who was the main person or entity involved?
- What was the main theme?
- Where did it take place?
- When did it take place?

Chronology

- How did the story start? What were things like at the beginning?
- What did the intervention look like? What did the intervention focus on?
- What were the reactions of the person/subject?
- What were some challenges during the process?
- How did things finish? How were things wound up?

Lessons

- What were some of the challenges or failures?
- What were the things that WFP was doing to try and help?
- What were some things that could have been done differently?

Reflection

Why did they pick this story? Why not a different one? What is special about this one?

Oral history – LSC – specific (To be used to specifically concentrate on the workstreams and lines of inquiry identified by the CO)

(Depending on the stakeholder, select one or two of these workstreams to explore – prioritize the FSVA, School Based Programmes, or Cost of Diet study)

- **FSVA**
- CLEAR+
- E-Simba

⁵¹ The country office has prepared a list of stakeholders tagging relevant workstreams. This will be used to compile the LSCs.

<ul style="list-style-type: none"> • Anticipatory action/Early warning • National Logistics Cluster • Regional Hub Master Plan • School Based Programmes • Rice Fortification • Cost of Diet study/Fill the Nutrient Gap <p>Germa (SBC with the Ministry of Health)</p>
18. From this list, we'd like to hear more about which of these have faced particular challenges or difficulties. Can you tell us a bit more about <Insert>? How did it emerge? What has happened? What are some of the factors that have created challenges for this initiative?
EVALUATION DIMENSIONS (Discretionary application based on stakeholder alignment)
RELEVANCE (for WFP stakeholders primarily, but can be asked of others if they are familiar with the CSP design)
19. To what degree have you seen the available evidence integrated into the CSP design ? Were there some strategic outcomes (SOs) that had more evidence integrated than others?
20. To what extent has the CSP design been appropriate to the needs of the government in the context?
21. Thinking about the different types of support provided by WFP through the CSP. How significant and relevant were these various types of activities for meeting the capacity needs of government? (Can also be asked of stakeholders familiar with CSP activities) <ul style="list-style-type: none"> a. Did the WFP CSP focus on the right things? b. What were some significant needs that you see not being addressed yet?
22. To what degree do you see the CSP programme goals and objectives aligned with the relevant national policies and strategies ? Are there aspects that are misaligned? (Can also be asked of government, United Nations stakeholders familiar with CSP activities) <ul style="list-style-type: none"> a. Government b. United Nations Peace and Development Trust Fund c. WFP Corporate
EFFICIENCY
23. To what degree have the CSP activities been implemented in a timely manner? (Focus on any or all activities that are applicable to the stakeholder interviewed) <ul style="list-style-type: none"> a. In what components have there been significant delays? (If any) b. What effect have any significant delays had on the programme results?
24. Regarding the management of the CSP programme, how would you assess the operational, human, and financial resources 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)
25. Regarding the financial execution rates, what factors can explain the changes over time and differences between the SOs and activities?
26. What are the main cost drivers for the different activities and for the CO as a whole? Have these evolved over time?
27. What measures does the CO take to save costs ? Are these effective?
28. How well does the monitoring and reporting 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)
29. How has the monitoring and reporting information been used , if at all, to address programme implementation bottlenecks or improve performance of delivery of activities? What might be improved?
EFFECTIVENESS
30. What do you see as the most significant contributions to SO <Insert> during this CSP? How effective has this SO work been during this period?
31. What is the quality of the partnerships and the relationships 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)
32. How well has the inter-institutional coordination 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)
33. 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)
34. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the actions of WFP across each of the SOs outlined in the CSP?
SUSTAINABILITY
35. Capacity : In what way have the programme interventions contributed to ensure the sustainability of the activities? What is missing? (Disaggregated by SO)

<ul style="list-style-type: none"> a. Alignment with government priorities and United Nations objectives b. Resource availability c. Technical capacity development (individual, institutional, enabling environment) d. Political will and ownership (government)
<p>36. Cascade: In what way have the programme interventions contributed to ensure the sustainability of the capacity building at the subnational levels? What is missing? (Disaggregated by SO)</p>
<p>37. Partnerships and policies: 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?</p>
<p>38. Exit and transition: (Skip if no knowledge of CSP actions) In what way does has WFP integrated an exit strategy into the CSP and how appropriate and in what ways is it sufficient for ensuring the sustainability of this and similar programmes, and adequate transition of the programme ownership to the government partners?</p> <ul style="list-style-type: none"> a. Strategy is clear to all relevant actors b. Developed collaboratively? c. With government?

CCS pathways of Change Checklist

85. Country capacity strengthening (CCS) is tracked through multiple information streams, including qualitative reviews, internal reports, and the qualitative data from the interviews. However, one additional information stream for understanding the frequency and focus of CCS is through tracking the evolution and changes over time in WFP investments against the pathways of change. The following checklist was used as the basis for mapping the strategic outcome (SO) interventions against the pathways of change.

Table 11: CCS pathways of change and entry points

Pathway	Sub-component	Entry point	SO1	SO2	SO3
P1: Policies and Legislation	P1.1: Food Security and Nutrition (FSN) sectoral instrument	P1.1.1.1: Support Government of Indonesia (government) in developing and promoting FSN-sensitive sectoral instrument			
	P1.2: Integration with other sector-specific instruments	P1.2.1: Support government in achieving relevant integration in other sector-specific instruments			
	P1.3: Policy dissemination mechanisms	P1.3.1: Support government in strengthening effective dissemination of relevant information			
	P1.4: International or regional partnerships	P1.4.1: Support government in increasing engagement in relevant global and regional partnerships			
P2: Institutional Effectiveness and Accountability	P2.1: Institutional mandate and recognition	P2.1.1: Support government in strengthening institutional mandate and recognition			
	P2.2: Coordination mechanisms and accountability	P2.2.1 Support government in strengthening relevant institutional coordination mechanisms			
		P2.3: Information management systems	P2.3.1 Support government in designing and developing relevant digital information management systems		
	P2.3.2: Support government in rolling out relevant digital information management systems				
	P2.4: Assets, platforms, and infrastructure	P2.4.1: Support government in designing and developing relevant assets, platforms, and infrastructure			
		P2.4.2: Support government in utilizing, maintaining, and managing relevant assets, platforms, and infrastructure			
P2.5: National and local partnerships	P2.5.1: Support government in strengthening relevant national and local partnerships				
P3: Strategic Planning and Financing	P3.1: Strategic planning	P3.1.1: Support government in articulating relevant strategic roadmaps and costed action plans			
	P3.2: Value proposition	P3.2.1: Support government in articulating relevant evidence-based value proposition statements			
	P3.3: Sustainability financing	P3.3.1: Support government in advocating for required financing mechanisms and models			
	P3.4: Financial management systems	P3.4.1: Support government in designing and developing digital financial information management systems			

		P3.4.2: Support government in rolling out relevant digital financial information management systems			
P4: Stakeholder Programme Design, Delivery and monitoring and evaluation (M&E)	P4.1: Programme design and delivery	P4.1.1: Support government in strengthening relevant programme design			
		P4.1.2: Support government in strengthening relevant programme delivery			
		P4.1.3: Support government in disseminating relevant information on programme design and delivery to key stakeholders			
	P4.2: Evidence-based approach	P4.2.1: Support government in strengthening relevant M&E practices and procedures			
		P4.2.2: Support government in ensuring evidence informs the design and delivery of relevant solutions			
	P4.3: Stakeholder implementation capacity	P4.3.1: Support government with Training of the Trainers (TOT) in improved programme design			
		P4.3.2: Support government in TOT of improved programme delivery			
		P4.3.3: Support government with TOT on improved programme M&E			
		P4.3.4: Support government programme Implementations			
	P5: Engagement and participation of community, civil society, and private sector	P5.1: Engagement in programme design and delivery	P5.1.1: Support government in increasing engagement of other actors in relevant programme design		
P5.1.2: Support government in increasing engagement of other actors in relevant programme delivery					
P5.1.3: Support government in increasing engagement of other actors in relevant programme M&E					
P5.2: Participation as beneficiaries		P5.2.1: Support government in increasing other actor participation in relevant programme (as beneficiaries)			
P5.3: National research agenda		P5.3.1: Support government in establishing relevant research agenda			
		P5.3.2: Support government in developing higher level educational programmes to build relevant national professional capacity.			

Annex 10: Persons interviewed

86. Due to data confidentiality considerations and recent shifts in the guidance on the ethical treatment of interviewed stakeholders, names and titles are withheld to avoid potential linkages between respondents and reported findings.

Table 12: Government stakeholder

Thematic issue	Percentage all stakeholders	Stakeholder count
Anticipatory Action	23%	34
Adaptive Social Protection	11%	16
Community-Based Disaster Risk Management	3%	4
Consolidated Livelihood Exercise for Analysing Resilience	2%	3
COVID-19 Response	0%	0
Disability Inclusion	1%	1
National Logistics Cluster	9%	13
Provincial Logistics Clusters	10%	15
National Disaster Management Agency and National Logistics Cluster (NLC) regulations	3%	5
e-SIMBA	3%	5
Early Warning System Inter-operability	2%	3
Food Fortification/Rice Fortification	21%	31
Fill the Nutrient Gap	1%	2
Food Systems	3%	4
Food Security and Vulnerability Atlas	9%	13
Global Action Plan on Child Wasting	1%	2
Gender Equality	0%	0
Impact-Based Forecasting	1%	2
Mobile Vulnerability Analysis Mapping (mVAM)	1%	2
Nutrition in Emergencies	1%	1
National Nutrition Surveillance System (SKPG)	2%	3
Nutrition-Sensitive Social Protection	0%	0
PRISM	1%	2
Small-Area Estimation	3%	4
Social and Behaviour Change Communication	6%	9
School Meals	11%	16
Seasonal Bulletins	2%	3
Nutrition for School-Aged Children	9%	14
South-South and Triangular Cooperation	4%	6
Strategic	5%	8
Supply Chains	3%	5
Other	4%	6

Table 13: All stakeholders interviewed by category

Category	Number	Percent women
WFP (CO, regional, headquarters)	26	57%
Government	64	43%
United Nations agencies	16	64%
Non-governmental actors	13	49%
Donors and development partners	6	51%
Total	125	46%

Annex 11: Results framework data analysis

11.1 Line of Sight

Indonesia (CSP 2021-2025)

UNSDCF Outcome 1, 3, 4	UNSDCF Outcome 3, 4	UNSDCF Outcome 1, 3, 4
SR 5 – Capacity Strengthening (5.1) (SDG Target 17.9)	SR 5 – Capacity Strengthening (5.1) (SDG Target 17.9)	SR 2 – End Malnutrition (2.3) (SDG Target 2.2)
Root Causes	Resilience Building	Root Causes
STRATEGIC OUTCOME 1: Government and other partners have enhanced capacity to generate and apply quality evidence for the reduction of food insecurity and malnutrition by 2025.	STRATEGIC OUTCOME 2: Government, other partners and communities have enhanced capacities to mitigate the impact of disasters and climate change on food security and nutrition by 2025.	STRATEGIC OUTCOME 3: Nutritional status of targeted groups improved by 2025.
BUDGET SO 1: \$5,151,542	BUDGET SO 2: \$5,819,952	BUDGET SO 3: \$4,857,129
UNIQUE DIRECT BENEF, SO 1: 0	UNIQUE DIRECT BENEF, SO 2: 0	UNIQUE DIRECT BENEF, SO 3: 0
OUTPUTS: Government and other partners benefit from quality food security and nutrition data and analysis to effect change in policy formulation and implementation. (output category: C, K)	OUTPUTS: Government, other partners and communities benefit from enhanced capacities to prepare for and respond to disasters and climate change. (output category: C, K, M).	OUTPUTS: Increased national capacity to design and implement programmes that enhance access to and promote positive behaviours on healthy diets for targeted people. (output category: C, E, K).
ACTIVITY 1: Provide policy engagement, technical assistance and advocacy for government and other partners to enhance attention to, and use of, food security and nutrition evidence (Act 12, CS)	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 (Act 9, CS)	ACTIVITY 3: Undertake policy engagement, technical assistance and advocacy for healthy diets as a means to prevent all forms of malnutrition (Act 6, CS)

UNSDCF Outcome 1: People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination.

UNSDCF Outcome 3: Institutions, communities and people actively apply and implement low carbon development, sustainable natural resources management, and disaster resilience approaches that are all gender sensitive.

UNSDCF Outcome 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the SDGs.

DRAFT

	INDONESIA (CSP 2021–2025)	Headquarters/RB/CO/ October 2022
SDG 17	SDG 17	SDG 2
17.9 Capacity Strengthening	17.9 Capacity Strengthening	2.2 End Malnutrition
UNSDCF Outcome 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the SDGs.	UNSDCF Outcome 4: Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the SDGs.	UNSDCF Outcome 1: People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive, and just society, free of gender and all other forms of discrimination.
ROOT CAUSES	RESILIENCE BUILDING	ROOT CAUSES
SO4: National programmes & systems are strengthened	SO4: National programmes & systems are strengthened	SO2: People have better nutrition, health & education outcomes
CSP OUTCOME 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.	CSP OUTCOME 2 Government, other partners and communities have enhanced capacities to mitigate the impact of disasters and climate change on food security and nutrition by 2025.	CSP OUTCOME 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
UDBs SO 1: 0 BUDGET SO 1: \$ 5,151,542	UDBs SO 2: 0 BUDGET SO 2: \$ 5,819,952	UDBs SO 3: 0 BUDGET SO 3: \$ 4,857,129
OUTPUT 1: Government and other partners benefit from high-quality food security and nutrition data and analysis that facilitates improved policy formulation and implementation. C. Capacity development and technical support provided Output 4.1	OUTPUT 2: Government, other partners and communities benefit from enhanced capacities to prepare for and respond to disasters and climate change. C. Capacity development and technical support provided G. Skills, capacities and services for climate adapted livelihoods Output 4.2	OUTPUT 3: Increased national capacity to design and implement programmes that enhance access to and promote positive behaviours with regard to healthy diets for targeted people. C. Capacity development and technical support provided Output 2.2

Activity 1: Provide policy engagement, technical assistance and advocacy for government and other partners to enhance attention to, and the use of, food security and nutrition evidence.

[1.10. Social protection sector support \(SPS\)](#)

Modality: Capacity Strengthening

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.

[1.1. Emergency preparedness and early action \(EPA\)](#)

Modality: Capacity Strengthening

Activity 3: Undertake policy engagement, technical assistance and advocacy for healthy diets as a means of preventing all forms of malnutrition.

[1.3. Malnutrition prevention programme \(NPA\)](#)

Modality: Capacity Strengthening



Cross-cutting priorities (Gender equality & empowerment of women, Nutrition integration, Environmental sustainability)

11.2 CSP Linkages to the national Medium-Term Development Plan (RPJMN)

The following table profiles the detailed linkages between the RPJMN and the Country Strategic Plan (CSP) workstreams.

Table 14: RPJMN commitments and WFP activities

SO1	Food Security and Vulnerability Atlas (FSVA)	Under the strategic outcome of Increasing the Carrying Capacity and Quality of Economic Resources as Means for Sustainable Economic Development – Increasing the availability, access, and quality of food consumption Indicators: Food insecurity experience scale with a target of 4 by 2024 Global Food Security Index score with a target of 69.8 by 2024
	Climate/ Geospatial	One of the seven development agendas : Strengthening the environment and improving resilience against natural disasters and climate change Under the strategic outcome of Improving Resilience Against Natural Disasters and Climate Change – Improving resilience to climate change Indicator: Reduction in potential GDP loss due to climate change in the agricultural sector (% of GDP) with 0.251% of GDP by 2024 Improving resilience to climate change, which is carried out with the implementation of the National Plan for Climate Change Adaptation (RAN-API) in priority sectors, one of them is protecting food security against climate change. Under the strategic outcome of Regional Institutions and Financial Sector with indicator: Regions that have detailed regency/city spatial planning for resilience to disaster and climate change (Regency/City) with 250 regency/city by 2024.
SO2	Anticipatory Action (AA)	Under Major Project in the RPJMN 2020-2024: Strengthening early disaster warning system Under the strategic outcome of Improving resilience to natural disasters and climate change. Indicator: Speed of delivery of early warning information to the public (in minutes) with a target of 3.0 min by 2024 There is statement in the document under objectives of Improving Disaster and Climate Resilience that states “Anticipatory efforts against rising surface temperature need to be undertaken as soon as possible to reduce both the impact and risk that will occur in the long run. A continuous increase in air temperature will result in an increase in extreme weather events and periods of intense droughts, which hamper the growth of important agricultural crops and cause health problems due to heat stress. Therefore, efforts to deal with the rising temperature due to the effects of climate change must be a priority for the 2020–2024 RPJMN period.”
	Adaptive Social Protection (ASP)	Under the strategic outcome of Increased social protection for the entire population. Indicator: Percentage of central and regional agencies that adopt adaptive social protection systems (%) with a target of 30% by 2024 However, there is a contrasting statement in the document that says: “Apart from the increasingly frequent occurrence of natural disasters and climate change in some places, adaptive social protection has not yet fully developed. The current system has not been able to respond to the needs of residents who are victims of disasters. Therefore, residents in disaster-prone areas are vulnerable to poverty. In addition, people who experience the inevitable effects of climate change lack the ability to adapt to changing livelihoods or production adjustment as a response.” The meaning of adaptive social protection in the document includes: a) Developing social protection that is integrated with economic and social risks to climate change and natural disasters b) Strengthening the institutional system of social protection that is responsive to social and economic
	Logistics	Under the strategic outcome of Increasing the economic value-added, employment, investment, exports, and economic competitiveness – Strengthening the pillars of growth and of economic competitiveness. Indicator: % of logistics cost to GDP, with a target of 20% by 2024

		Logistics Performance Index score, with a target of 3.5 by 2024 Under policies and strategies: "Increasing availability, access, and quality of food consumption" by strengthening the food logistics system at the national level; integrate data for food production with data for strategic exports and imports that include fish; develop a platform for food production and agriculture based on data-driven methods; develop a warehouse receipt system; and manage a sustainable food system, urban food system, and food waste programme.
SO3	Rice Fortification	Under the strategic outcome of Increasing the Carrying Capacity and Quality of Economic Resources as Means for Sustainable Economic Development – Increasing the availability, access, and quality of food consumption. Indicators: Land area of biofortified rice (in ha), with a target of 200,000 ha by 2024. Access to biofortified rice for the underprivileged and malnourished, with a target of 100% coverage of cashless food aid by 2024. This workstream is also mentioned as one of the implementations of the strategy: "Incorporates the development of biofortified rice seeds, genetically engineered products, and enriched rice."
	Social and Behaviour Change Communication (SBCC)	Under policies and strategies: Improving health services towards universal health coverage by cultivating healthy living behaviours through the Healthy Living Community Movement there are aspirational statements, but no specific indicators or targets related to SBCC communication or the healthy living community. Broad statement regarding: Developing healthy zones, including healthy districts/cities, healthy markets, school health efforts, and healthy work environments. Broad statement regarding: Promoting innovative healthy behaviour and sports, community empowerment, and mobilizing communities to live a healthy lifestyle.
	School Nutrition	There are statements under policies and strategies" for "Improving the distribution of high-quality education" by improving education development governance, financing strategies, and increasing the effectiveness of the utilization of the education budget that includes increasing regional commitment and capacity in nutrition education for school children as one of the strategies. No specific indicators or targets are included in the RPJMN related to school nutrition outcomes.

11.3 CSP Financial data

87. CSP Resourcing and Allocations: WFP's CSP 2021–2025 in Indonesia was approved by the Executive Board in 2020 and began implementation in January 2021 with a projected total budget of USD 15,828,623. No budget revisions have occurred during the CSP. Table 49 profiles the indicator cost structure of the CSP as of July 2024.

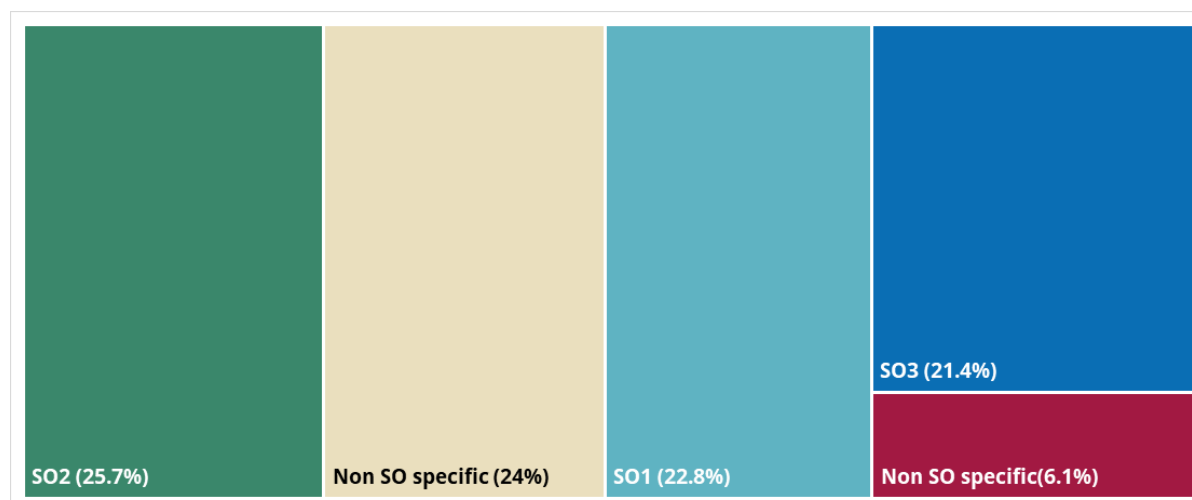
Table 15: Indicative costs structured by strategic outcome

Focus area	Strategic outcome			Total
	SO1 Root causes	SO2 Resilience building	SO3 Root causes	
Transfer	\$ 3,157,961	\$ 3,377,940	\$ 2,982,162	\$ 9,518,062
Implementation	\$ 448,288	\$ 684,637	\$ 404,865	\$ 1,537,790
Adjusted direct support costs	\$ 1,230,880	\$ 1,402,168	\$ 1,173,657	\$ 3,806,705
Subtotal	\$ 4,837,128	\$ 5,464,744	\$ 4,560,684	\$ 14,862,557
Indirect support costs (6.5 percent)	\$ 314,413	\$ 355,208	\$ 296,444	\$ 966,066
Total	\$ 5,151,542	\$ 5,819,952	\$ 4,857,129	\$ 15,828,623
Expenditures	\$ 2,359,693	\$ 1,915,926	\$ 1,681,535	\$ 5,957,154
Expenditures as percent of plan	45.8%	32.9%	34.6%	37.6%

Source: WFP Indonesia CSP 2021–2025 and Country Portfolio Budget Resources Overview, data extracted on 2 July 2024.

88. The budget is evenly distributed over the three strategic outcomes (SOs), with slightly more budget allocated to SO2 (25.7 percent) compared to SO1 (22.8 percent) and SO3 (21.4 percent). Most of the budget is dedicated to direct operational costs with 24 percent and 6.5 percent for direct and indirect support costs, respectively. Figure 12 depicts the visual distribution of the values cited in Table 49 between the SOs and the direct and indirect support costs.

Figure 5: Needs Based Plan (NBP) distribution among SOs⁵²



Source: Country Portfolio Budget Resources Overview, data extracted in December 2024.

89. The CSP is well funded, with the overall CSP 75.7 percent funded (49.8 percent implemented). SO3 is funded at 97 percent followed by SO1 (78 percent) and SO2 (64 percent). The relative degrees of funding are shaped primarily by the bilateral donor preferences. The highest implementation rate is found for SO1 at 83 percent. A breakdown of expenditures by SO and year is provided in Tables 50 and 51.

Table 16: Cumulative financial overview⁵³

Focus area	Strategic outcome	Activity	Needs Based Plan (USD)	% of total	Allocated resources (USD)	% funded to date	Expenditures (USD)	% of Expenditures against allocated resources to date (July 2024)
Root causes	SO1	Activity 1	\$3,606,249	22.8%	\$2,887,365	80.1%	\$2,646,056	92%
Resilience building	SO2	Activity 2	\$4,062,576	25.7%	\$2,920,086	71.9%	\$2,586,211	88%

⁵² In the Annual Country Report (ACR) and subsequent Country Portfolio Budget Resources Overview, the financial reporting includes a line in direct operational costs as “non-SO specific”. This type of line is normally included to integrate ad hoc or emergent funding opportunities not linked to the CSP activities. The blue field in the table represents this line. There is also a field titled “non-SO specific” in the non-operational costs which pertains to the indirect support costs. This is reflected in the red field.

⁵³ Needs Based Plan reflects entire five-year cycle. Allocated resources and expenditures as of December 2024

Root causes	SO3	Activity 3	\$3,387,027	21.4%	\$3,630,446	107.2%	\$2,339,403	64%
Grand total			\$15,828,623	100.0%	\$13,402,400	84.8%	\$10,558,039	78%

Source: Annual Country Reports, 2024 Cumulative financial overview as of December 2024.

Table 17: Annual expenditure per strategic outcome (USD)

Strategic outcome	Expenditure 2021	Expenditure 2022	Expenditure 2023	Expenditure 2024
SO1: 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	\$1,151,050	\$783,996	\$317,946	\$1,401,074
SO2: 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	\$303,051	470,361	\$802,787	\$1,008,011
SO3: 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	\$257,709.0	\$584,304	\$645,506	\$851,883
Non-strategic result and non-strategic outcome specific	0	0	0	0
Total Direct Operational Cost	\$1,711,810	\$1,838,662	\$1,766,240	\$2,252,957
Direct Support Cost (DSC)	\$440,463	\$566,260	\$647,427	\$747,773
Total Direct Costs	\$2,152,273.	\$2,404,922	\$2,413,667	\$3,000,730
Indirect Support Cost (ISC)	\$200,020	\$98,034	\$90,302	\$81,912
Grand total	\$2,352,294	\$2,502,957	\$2,503,969	\$3,082,642

Source: Annual Country Report 2021–2024, as of December 2024.

90. **Donor contributions:** The main sources of funding are flexible funding, Indonesia and Emerging Donor Matching Fund (EDMF), which comprise over 60 percent of the total CSP funding. (Table 52).

Table 18: Donor contributions by total contributions (% of total funding in USD)

Donor	Allocated contributions	
	(USD)	Percentage of total allocated contributions
Flexible funding	3,415,681.16	26.02%
Indonesia	2,431,870.39	18.53%
EDMF	1,674,893.32	12.76%
Private donors	1,842,474.35	11.6%
Regional allocations	1,902,197	14.49%
Australia	750,644.25	5.72%
United Nations other funds and agencies (excluding Central Emergency Response Fund (CERF))	469,299	3.58%
USA	318,273.30	2.42%
Brazil	23,288.05	0.18%
China	15,975.00	0.13%
Miscellaneous Income	1,146.30	0.01%
Total	13 127 118	100%

Source: Country Office Country Portfolio Budget Resource Situation, December 2024

91. **Transfers:** Under the CSP, WFP does not provide direct transfers nor direct assistance to beneficiaries. However, the term *transfers* as described here pertains to the use of funds for supporting upstream country capacity strengthening (CCS) engagement. According to the CSP, “transfers” are to be

understood in the following context: “WFP will support government stakeholders through policy dialogue and technical assistance with a view to sustainably contributing to the enhancement of government systems, institutions and programmes related to SDG 2 and SDG 17. WFP will engage by generating evidence, providing analytical products, and proposing policy changes, making use of its corporate experience and partnerships with research institutes and think tanks.” Thus, the term “transfers” applies to direct costs related to the capacity building activities under the CSP. As of May 2024, the CO reported transfers totalling 8,075,744 USD which was 76.8 percent of planned. Table 53 highlights achievement rates of transfers annually.

Table 19: Planned versus Actual Transfers by Year

Year	Transfers (USD)	
2021	Needs Based Plan	2,908,301
	Implementation Plan	1,652,371
	Actual	2,352,294
	(%) Actual vs Implementation Plan	130%
2022	Needs Based Plan	3,316,875
	Implementation Plan	2,786,341
	Actual	2,404,923
	(%) Actual vs Implementation Plan	86%
2023	Needs Based Plan	3,100,403
	Implementation Plan	2,780,481
	Actual	2,413,667
	(%) Actual vs Implementation Plan	87%
2024	Needs Based Plan	3,624,206
	Implementation Plan	3,291,188
	Actual	3,082,643
	(%) Actual vs Implementation Plan	94%

Source: Country Portfolio Budget Plan vs Actual Report, as of December 2024

11.4 Outcome and cross-cutting data

Summary outcome data is provided in Table 54.

Table 20: Strategic outcome indicators summary

SO	Outcome indicator	Baseline 2021	Follow-up 2021	Follow-up 2022	Follow-up 2023	Follow-up 2024
SO1	1.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	0.0	1.0	10.0	NA	NA
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support*	NA	NA	NA	1.0	0.0
	Number of enhanced programme designs, processes and platforms contributing to Zero Hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support**	0.0	NA	NA	NA	0.0

	Number of coordination meetings contributing to Zero Hunger and other SDGs led by national convening entity as a result of WFP capacity strengthening support**	0.0	NA	NA	NA	0.0
	Number of enhanced business processes contributing to Zero Hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support**	0.0	NA	NA	NA	0.0
	Number of enhanced programme designs, processes, and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support**	0.0	NA	NA	NA	1.0
	Number of management plans, processes and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support**	0.0	NA	NA	NA	0.0
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs that have benefited from WFP capacity strengthening support**	0.0	NA	NA	NA	2.0
	Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support**	0.0	NA	NA	NA	1.0
SO2	2.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	0.0	9.0	16.0	NA	NA
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support*	NA	NA	NA	11.0	12.0
	Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support**	0.0	NA	NA	NA	NA
	Number of enhanced programme designs, processes and platforms contributing to Zero Hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support**	0.0	NA	NA	NA	5.0
	Number of coordination meetings contributing to Zero Hunger and other SDGs led by national convening entity as a result of WFP capacity strengthening support**	0.0	NA	NA	NA	2.0

	Number of enhanced business processes contributing to Zero Hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support**	0.0	NA	NA	NA	0.0
	Number of enhanced programme designs, processes, and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support**	0.0	NA	NA	NA	3.0
	Number of management plans, processes and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support**	0.0	NA	NA	NA	0.0
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs that have benefited from WFP capacity strengthening support**	0.0	NA	NA	NA	12.0
	Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support**	NA	NA	NA	NA	7.0
S03	3.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	0.0	3.0	6.0	NA	NA
	Number of national programmes enhanced as a result of WFP-facilitated South-South and Triangular Cooperation support (new)	0.0	0.0	0.0	NA	NA
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support*	0.0	NA	NA	8.0	3.0
	Number of enhanced programme designs, processes and platforms contributing to Zero Hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support**	0.0	NA	NA	NA	1.0
	Number of coordination meetings contributing to Zero Hunger and other SDGs led by national convening entity as a result of WFP capacity strengthening support**	0.0	NA	NA	NA	7.0
	Number of enhanced programme designs, processes, and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support**	0.0	NA	NA	NA	5.0

Number of management plans, processes and platforms contributing to Zero Hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support**	0.0	NA	NA	NA	0.0
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs that have benefited from WFP capacity strengthening support	0.0	NA	NA	NA	8.0
Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support	0.0	NA	NA	NA	2.0

Source: Annual Country Report 2021–2024

* New indicator in 2023

Cross-cutting indicators: There is no quantitative data on achievements related to cross-cutting indicators as these corporate indicators assume beneficiaries.

11.5 Strategic outcome (SO) Progress and Challenges – Additional Details

SO1 progress and challenges

SO1: 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

92. Under SO1, WFP has supported Indonesia's capacity to address food insecurity and malnutrition through data-driven decision making and climate resilience initiatives. Beginning in 2021 at the start of the current CSP, WFP partnered with multiple Indonesian ministries, including the Ministry of Social Affairs, and Statistics Indonesia, to enhance food security and nutrition data across the nation. One major achievement was the creation and consistent use of the Food Security and Vulnerability Atlas (FSVA), a tool that enables policymakers to identify the most vulnerable regions and direct resources accordingly. This initiative contributed to greater integration of food security data into government platforms, forming a robust foundation for responsive and evidence-based policy.

93. By 2022, WFP's supported policy development as the Indonesian Government issued a decree formalizing the use of the FSVA at subnational levels, reinforcing data-driven governance. Alongside this development, WFP worked to bridge data gaps and strengthen cross-ministerial coordination, ensuring a unified approach to tackling the vulnerabilities exacerbated by natural hazards and climate change. These efforts laid the groundwork for enhancing Indonesia's adaptive capacity amid increasing climate-related risks.

94. WFP's role in supporting climate resilience increased when, in collaboration with Indonesia's Ministry of Social Affairs, WFP expanded the Disaster Mitigation Information System (e-SIMBA) by integrating early warning data. This addition has allowed the government to monitor disaster readiness across the country and respond swiftly to emerging threats, particularly in areas highly susceptible to climate events. In East Nusa Tenggara, for instance, WFP's anticipatory action (AA) models enabled the provincial government to mitigate the impacts of El Niño-induced drought by proactively distributing food assistance, minimizing disruptions to local food security.

95. Primary challenges revolved around internal resourcing. Funding shortages have hindered the ability to scale initiatives, affecting continuity in essential programmes. Moreover, the complex landscape of Indonesia's regional disparities has posed challenges for uniformly implementing AAs across provinces. Subnational areas often lack the technical capacity needed to replicate the successes seen in East Nusa Tenggara.

96. Potential new opportunities exist for SO1 based on the documentation. Building on the success of AAs in East Nusa Tenggara, WFP could extend these models to other provinces vulnerable to climate events. Strengthening data systems to provide real-time insights for food security and disaster preparedness will be helpful. Additionally, WFP could deepen its collaboration with the private sector, fostering partnerships that can bring in additional resources and technical expertise, which are crucial for scaling resilient food supply systems.

97. **Cascade effects:** The FSVA has been seen as instrumental in developing methodologies that extend down to the subnational level, with opportunities, as seen in Nusa Tenggara Timur province (NTT), to be further incorporated into provincial and national development planning. Civil society organizations have utilized FSVA to strategically set their target areas, with potential applicability in other provinces due to its accessibility through the National Food Agency (NFA) at the national level. FSVA is also being adapted to align with the Sustainable Development Goals (SDGs), with efforts underway to incorporate FSVA data into SDG tracking to measure and illustrate progress. The FSVA, initially available only at the provincial level, has now been expanded to every district and city across the country. This expansion, facilitated by WFP's methodological contributions, includes key indicators on food availability, affordability, and utilization, with data also reflecting literacy, education, and income levels. With support from provincial governments, FSVA data now extends down to the subdistrict level through small area estimation, with the aim of integrating FSVA as a subnational key performance indicator. Efforts are ongoing to make FSVA available at every subdistrict level, linking it to local budgets to encourage practical application.

98. Consolidated Livelihood Exercise in Analysing Resilience (CLEAR+) has focused on assessing vulnerability and livelihoods, contributing valuable insights to the provincial long-term development plan in NTT. Although the government aims to use these granular findings for the mid-term development plan, WFP's continuous refinement of the data meant this opportunity was missed, underscoring the balance needed between accuracy and timeliness in data preparation. The vulnerability assessment conducted for NTT has been successfully incorporated into long-term planning, with ongoing adjustments by WFP to ensure that the data meets evolving local requirements.

99. Table 55 provides a summary of the key achievements and challenges pertaining to specific workstreams as abstracted from interviews and documentation.

Table 21: Summary SO1 progress and challenges

Dimension	Theme	Observations
Achievements	Enhanced data for food security and nutrition	In 2021, WFP partnered with various Indonesian ministries to improve food security and nutrition data through tools such as the Food Security and Vulnerability Atlas (FSVA). This atlas helped policymakers identify vulnerable areas, aiding targeted government programmes. By 2022, WFP had strengthened data linkages among government systems, allowing better integration of food security data across platforms. Collaborative efforts with the Ministry of Social Affairs also led to the issuance of a decree supporting the consistent use of this atlas at subnational levels. In 2023, WFP continued technical assistance to enhance government capacity in generating and utilizing data, notably in the FSVA and new small-area estimation methods to improve subnational food security analysis.
	Improved disaster management and social protection capacity	WFP's support in 2021 included strengthening Indonesia's Disaster Mitigation Information System, aiding emergency response capacity in disasters. Over the years, WFP's technical support has expanded to improve the Ministry of Social Affairs' Disaster Mitigation Information System (e-SIMBA) in 2023, integrating early warning data for better monitoring and response readiness. This enhanced disaster management at both national and subnational levels.
	Promoting climate-resilient data and systems	WFP's work over these years has consistently involved supporting climate and disaster risk management systems, especially for monitoring hazards such as floods and droughts. In 2022, WFP collaborated with Indonesian agencies to create economic and food price analyses for timely responses. By 2023, WFP's support for anticipatory action, including improved early warning systems, strengthened resilience against climate-induced food insecurity. WFP's integration of climate data into decision-making frameworks was crucial in responding to the El Niño drought effects in East Nusa Tenggara.
Challenges	Resourcing	WFP's activities have faced significant funding shortages across all years, affecting programme scalability and continuity. Despite joint funding

		mobilization efforts, WFP's shift to a country capacity strengthening (CCS) model without direct operations highlighted the need for sustained multi-year funding.
	Adaptation to climate change	As climate impacts intensify, WFP and Indonesian agencies have struggled to keep pace with the rapidly increasing demand for climate-resilient food systems. Although data systems have improved, regional disparities in data availability and the need for real-time, anticipatory data remain challenging.
	Institutional turnover and capacity	Institutional shifts, government personnel turnover due to upcoming elections, and regional disparities have sometimes delayed the achievement of SO1 goals. The transition to a CCS approach emphasized the importance of institutionalizing WFP's interventions to ensure sustainability beyond individual programmes.
Future directions	Sustaining and expanding climate and disaster data systems	WFP will continue enhancing the quality and accessibility of disaster and climate risk data, particularly in expanding the e-SIMBA system and anticipatory actions for climate resilience. WFP's future efforts will likely involve further integration of this data into decision-making frameworks across additional provinces. Furthermore, as data systems become increasingly integral to disaster preparedness, WFP can continue refining Indonesia's data analysis capacities, particularly in integrating climate data with food security metrics. Expanding the use of early warning data across all provinces could improve timely responses and help in the efficient targeting of food assistance during crises.
	Scaling early warning systems and anticipatory actions	Given the successful rollout of early warning and anticipatory action in provinces such as East Nusa Tenggara, WFP has opportunities to extend these practices across other climate-vulnerable regions. This includes advancing anticipatory action in collaboration with the Ministry of Social Affairs and the Ministry of National Development Planning.
	Leveraging partnerships for sustained funding	In response to funding challenges, WFP aims to explore diverse, sustainable funding sources, including expanding private sector partnerships, South-South cooperation, and joint donor appeals. Emphasizing cross-sectoral partnerships will be critical for securing long-term funding to support CCS initiatives effectively.

SO2 progress and challenges

SO2: 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

100. Under SO2, WFP supported strengthening Indonesia's disaster preparedness and response capacity while promoting resilient food supply systems to support vulnerable populations. In 2021, WFP focused on enhancing national disaster response frameworks by collaborating closely with Indonesia's National Disaster Management Agency (BNPB) and the Ministry of Social Affairs. Together, they worked to build an adaptive framework for disaster preparedness, including establishing a Capacity Building Technical Working Group. This group, in turn, trained local volunteers (TAGANA) in essential disaster management skills, providing communities with the tools to respond to emergencies at the grassroots level.

101. By 2022, WFP's engagement with the BNPB had evolved into a formal partnership that brought public and private sector stakeholders into the fold. The signing of a memorandum of understanding between the BNPB and Indonesia's Chamber of Commerce laid the groundwork for leveraging private sector resources and expertise in disaster response, formalizing a regulatory framework that enabled faster mobilization of aid and resources during crises. This development marked a turning point in WFP's strategy, recognizing the private sector's role as a key player in disaster preparedness and response.

102. In 2023, WFP sought to institutionalize these advancements by integrating anticipatory action (AA) protocols within Indonesia's disaster management systems. Working alongside the Coordinating Ministry for Human Development and Cultural Affairs, WFP supported Indonesia in embedding AA frameworks within subnational governance structures. This effort led to the formalization of coordination mechanisms for disaster risk management at local levels, ensuring that communities in climate-vulnerable areas could proactively prepare for disasters. The practical application of these protocols was evident in East Nusa Tenggara, where early warnings for the El Niño drought enabled the province to distribute food assistance in advance, mitigating the adverse effects on food security for affected communities.

103. WFP's efforts under SO2 were constrained by ongoing challenges. Internal funding limitations have consistently impacted the reach and continuity of disaster resilience projects, including the need for sustained multi-year funding to support long-term planning and staffing. Additionally, coordinating across multiple sectors has posed logistical and organizational challenges, particularly when aligning the goals of public and private stakeholders with varying operational priorities.

104. WFP has identified several opportunities under SO2. One priority is to expand the AA models that have proven effective in East Nusa Tenggara to other regions prone to climate risks. Extending these practices requires not only technical training but also enhancing data systems that can provide real-time insights for proactive decision making. WFP is also focused on deepening its engagement with the private sector, building on the foundation established with the Chamber of Commerce, to create more sustainable partnerships for resilience-building initiatives. Private sector involvement in disaster preparedness, particularly in areas such as logistics and supply chains, has the potential to significantly enhance response efficiency and resource mobilization.

105. Next steps identified by stakeholders included integrating resilience-building policies within Indonesia's broader development agenda. WFP could continue to support the institutionalization of these practices, ensuring that food security systems remain adaptive to both environmental and economic shocks. Through this approach, Indonesia's food systems could better respond to challenges posed by climate change and natural disasters, safeguarding vulnerable communities and creating a framework for long-term sustainability.

106. **Cascade effects:** AA has contributed to fostering collaborative approaches among diverse stakeholders within government. Through initiatives such as the South-South Triangular Cooperation (SSTC) field visit to the Philippines, government partners recognized that AA principles already align with existing regulatory frameworks, albeit under different terminology. This awareness has encouraged stronger partnerships across government and non-government entities. The Ministry of Villages has leveraged AA insights to shape regulations on the use of village funds for AAs, with these regulations updated annually. However, practical implementation is still challenged by the need for endorsement from the Ministry of Home Affairs (MoHA), given that village administration falls under local government jurisdiction.

107. AA principles have also been incorporated into contingency plans at the provincial level through the Regional Disaster Management Agency (BPBD), a local counterpart to the National Disaster Management Agency (BNPB). Notably, AA-informed contingency planning has been tailored to address specific regional hazards, such as droughts in NTT, floods in West Kalimantan, and volcanic activity in Yogyakarta. During the 2024 drought, these contingency plans facilitated prompt action based on early warnings from the Meteorological, Climatological, and Geophysical Agency (BMKG), with local governments integrating data and local indicators to establish preparedness levels. This coordination enabled rapid responses, including the activation of emergency funds from BNPB to develop boreholes – a milestone for the NTT region.

108. At the district level, some jurisdictions have adopted these AA-based contingency plans from provincial frameworks, enabling localized readiness. Additionally, AA has been formally included in the National Long-Term Development Plan (RPJPN), reflecting its importance in national policy for proactive disaster management and resilience.

Table 22: Summary SO2 progress and challenges

Dimension	Theme	Observations
Achievements	Strengthening disaster risk reduction capacity	In 2021, WFP focused on enhancing Indonesia's disaster response framework, supporting the National Disaster Management Agency (BNPB) and the Ministry of Social Affairs in building disaster preparedness and response capabilities. Efforts included establishing a Capacity Building Technical Working Group to train community-based volunteers (TAGANA) on disaster management. By 2022, WFP's collaboration with BNPB led to the signing of a memorandum of understanding with the Chamber of Commerce to formalize public-private partnerships, fortifying the regulatory framework for disaster preparedness and response. This was a critical step in institutionalizing partnerships that can provide resources and logistical support during crises. In 2023, WFP achieved additional milestones in developing anticipatory action (AA) protocols for climate resilience and disaster response. This involved formalizing subnational coordination mechanisms for disaster risk

		management and supporting disaster preparedness across climate-vulnerable regions.
	Promoting resilient food supply chains	WFP has played a vital role in advancing Indonesia's food supply resilience, especially in the face of climate-induced disruptions. In 2022, WFP brought together stakeholders to explore resilience-building opportunities in food supply, expanding access to affordable and healthy diets for vulnerable communities. In 2023, WFP furthered these efforts by working with the Coordinating Ministry for Human Development and Cultural Affairs to integrate AA into supply chain management and policy.
	Institutionalizing AA and early warning systems	WFP's partnership with the Ministry of Social Affairs and other agencies strengthened Indonesia's early warning systems, especially concerning climate-related hazards. In 2023, WFP's support for AA mechanisms in East Nusa Tenggara helped the region prepare for El Niño-induced drought. This was complemented by the dissemination of data and guidelines to district governments, which facilitated proactive distribution of food assistance.
Challenges	Limited funding for resilience and AA	Persistent funding shortfalls have impacted the scope and continuity of WFP's resilience initiatives. This challenge was particularly evident in 2023 as WFP sought to sustain capacity-building projects under a country capacity strengthening (CCS) framework that requires multi-year funding for effectiveness.
	Multisector partnerships	As WFP sought to deepen collaboration with various ministries and the private sector, the complexity of aligning diverse stakeholder agendas posed a coordination challenge. This was particularly significant when formalizing disaster response partnerships, as overlapping mandates and organizational structures affected implementation speed and efficiency.
	Scaling AA across regions	Although AAs in East Nusa Tenggara proved effective, scaling these protocols nationwide remains challenging due to regional disparities in data and resources. Limited technical capacity at the subnational level has also hindered efforts to implement AA frameworks across all provinces.
Future directions	Expanding AA systems nationally	Building on the success in East Nusa Tenggara, WFP has an opportunity to expand AA models across other climate-affected provinces. Future efforts may involve enhancing subnational capacities, providing technical training, and standardizing early warning and disaster response mechanisms for nationwide scalability.
	Strengthening public-private partnerships	The memorandum signed in 2022 between BNPB and the Chamber of Commerce lays the groundwork for greater private sector engagement in disaster preparedness. Leveraging private sector expertise and resources could further support WFP's anticipatory and response mechanisms, especially in logistics, food supply, and distribution channels during crises.
	Institutionalizing food supply policies	WFP's work with Indonesian ministries to create resilient food supply systems presents an opportunity to formalize system strengthening in the development of policy. Future steps could involve embedding supply chain resilience within Indonesia's national development plans, ensuring that these systems are prioritized during resource allocation and are adaptable to various types of climate risks.

SO3 progress and challenges

SO3: 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

109. Under SO3, WFP supported in promoting healthy diets and improving nutrition for vulnerable populations in Indonesia. In 2021, WFP launched the #KerenDimakan ("Cool to Eat") campaign, a digital social and behaviour change initiative designed to improve dietary practices among adolescents. Working with the Ministry of Health, this campaign aimed to raise awareness about the benefits of fortified rice and nutritious foods, particularly for school-aged children and adolescents. By leveraging social media and digital outreach, the campaign engaged youth in urban areas, encouraging them to make healthier food choices and laying the groundwork for broader nutritional education.

110. As the campaign gained momentum, 2022 saw WFP's continued efforts to scale up #KerenDimakan under the Healthy Living Community Movement. The expansion included a partnership with the Ministry of Health to reach an even wider audience and to integrate nutritional education within broader health initiatives. This collaboration not only broadened the campaign's impact but also established a solid foundation for a national dialogue on nutrition, highlighting the importance of fortified rice in combating micronutrient deficiencies.

111. In 2023, the campaign sought further integration of the campaign into the Ministry of Health's public health platforms, to be able to reach a larger demographic of urban adolescents. Alongside this, WFP collaborated with the Ministry of National Development Planning to advance regulatory frameworks for scaling up the distribution of fortified rice. These efforts aimed to make fortified rice more accessible and affordable to food-insecure households across the country. This was considered a step towards embedding fortified foods within Indonesia's social protection and public health programmes.

112. As with the other SOs, funding constraints have limited the ability to sustain and expand nutrition programmes. Securing long-term funding remains essential for extending these programmes across the country. Furthermore, while the #KerenDimakan campaign has seen success in urban settings, reaching rural and remote populations has proven difficult due to limited internet access and infrastructure.

113. WFP is exploring ways to scale up and diversify the #KerenDimakan campaign to ensure its reach beyond urban centers. Additionally, with fortified rice now included in certain social programmes, WFP plans to work towards institutionalizing fortified foods as a standard component of Indonesia's social safety net, further embedding them within school feeding programmes and food assistance initiatives. Achieving this requires ongoing collaboration with regulatory bodies, to ensure a consistent supply of fortified foods.

114. **Cascade effects:** The Cost of Diet study was an emergent opportunity for WFP that began with a post-meeting conversation between the then Country Director and the Ministry of Health. The basis of the conversation was the government minister noting that they needed some mechanism for understanding how much it would actually cost a family to have a healthy diet – also recognizing the significant regional variations. The subsequent exercise became an important information source for setting government policy in a way that the Fill the Nutrient Gap studies never managed. The two primary contributions included the adaptation of the food basket, and the costing used in the Family Hope Programme (PKH). This was a social protection programme providing food assistance to vulnerable families. The other primary contribution involved the use of the study findings to inform the targets and commitments in the RPJMN. One significant message that government stakeholders took from the study was the high costs associated with imported food (or bringing food from one island to another island). Because of this, a key point of emphasis in the RPJMN is the identification of, and promotion of, nutritious local foods in family diets.

Table 23: Summary SO3 progress and challenges

Dimension	Theme	Observations
Achievements	Promoting healthy diets and nutrition awareness	In 2021, WFP launched a digital social and behaviour change communication campaign in partnership with the Ministry of Health, aimed at improving adolescents' nutrition knowledge and dietary practices. This campaign emphasized the importance of fortified rice and nutritious diets for vulnerable groups, including school-aged children and adolescents. The #KerenDimakan ("Cool to Eat") campaign, a digital initiative targeting healthy diets, saw expansion in 2022 and integration into broader national health promotion efforts. WFP and the Ministry of Health collaborated to amplify this campaign under the Healthy Living Community Movement, reaching a wider audience and strengthening national nutrition efforts. In 2023, WFP's successful pilot of the #KerenDimakan campaign led to its continued growth and further integration within the Ministry of Health's public health platforms. This expansion included new outreach to urban adolescents, encouraging better dietary habits and promoting fortified rice and other nutritional practices across Indonesia.
	Expanding rice fortification availability	WFP advocated for the inclusion of fortified rice in Indonesia's social protection programmes, such as Sembako, to address micronutrient deficiencies. In 2022, this effort was strengthened with the establishment of a strategic policy dialogue, which brought together multiple stakeholders to prioritize school-age children's nutrition.

		By 2023, WFP's partnership with the Ministry of National Development Planning led to significant regulatory achievements in scaling up fortified rice distribution, making it more accessible and affordable to households vulnerable to food insecurity. This progress reflects WFP's emphasis on embedding fortified foods within public health and social protection frameworks.
	South-South and Triangular Cooperation (SSTC)	In alignment with Sustainable Development Goal (SDG) 17, WFP supported South-South cooperation efforts, including a peer learning event in 2022 with Bangladesh on youth engagement in nutrition and disaster preparedness. These exchanges provided mutual insights and bolstered Indonesia's approach to nutrition and dietary education. In 2023, WFP facilitated SSTC knowledge exchanges with Bangladesh on fortified rice programmes and with the Philippines on early warning systems, further solidifying international partnerships that enhance WFP's initiatives within Indonesia and create a platform for knowledge sharing.
Challenges	Resourcing and sustainability	WFP has faced continuous funding challenges in implementing large-scale, sustained nutrition campaigns and fortified rice distribution. The funding shortfall, especially in 2023, has impacted the scaling of nutrition programmes across the nation, making it difficult to maintain momentum in key areas.
	Reaching vulnerable populations	Although the digital campaign has shown success in urban settings, expanding its reach to remote and rural areas with limited internet access remains challenging. The need to develop alternative, localized strategies to promote healthy diets among remote populations has been an ongoing issue.
	Regulatory support for fortified foods	WFP has encountered challenges in establishing fortified rice as a staple in social programmes due to regulatory hurdles and differing priorities among stakeholders. While advocacy has yielded some progress, long-term institutional adoption and nationwide implementation require further collaboration and policy alignment.
Future directions	Scaling nutrition campaigns	Building on the success of #KerenDimakan, WFP can work with government and local partners to extend the campaign into rural and hard-to-reach areas, potentially through radio, local gatherings, and school programmes. This would ensure that nutrition awareness extends beyond urban centres, making healthy diets accessible to more Indonesians.
	Institutionalizing fortified foods in social protection programmes	With fortified rice already incorporated into certain programmes, future steps involve establishing fortified foods as a standard component of Indonesia's social safety net and school feeding programmes. This will require continued regulatory support, funding, and partnerships with local and international stakeholders to ensure that fortified foods reach those most in need.
	Strengthening partnerships for resourcing including for SSTC	To address funding challenges, WFP can explore stronger, long-term partnerships with the private sector, including companies invested in nutrition and food security. Leveraging corporate social responsibility initiatives, particularly in sectors such as agribusiness, could provide sustainable support for expanding nutrition initiatives. In addition, WFP's SSTC initiatives have the potential for generating fresh ideas and sharing resources. Further expanding these exchanges could help refine approaches to nutrition. Future efforts might include partnerships focused on combating malnutrition, leveraging fortified foods, or enhancing nutrition-sensitive early warning systems.

11.6 Previous Recommendations

Table 24: CSP1 recommendations

CSP1 Evaluation Recommendation	Observation
Recommendation 1: Strategic Direction. High Priority: Within 12 months: As part of the CSP design and integrated into the strategic review process, the country office, with support from headquarters (PRO: OSZA, OSZIR and OSZIS, and EME) OSZA) the Regional Bureau Bangkok should build on the success of its activities and consider the development of the following strategic directions:	
i) Continue to emphasize Vulnerability Analysis and Mapping (VAM) support through Vulnerability Analysis Monitoring Platform for Impact of Regional Events and FSVA enhancements.	Yes, SO1
ii) Expand Emergency Preparedness and Response's scope beyond logistics and supply chain (to areas such as resilience in villages, disaster	Yes, although different then the described options – went instead to COVID-19 supply

committees, social protection programming in emergencies, emergency assessments, and so forth).	chains and now national food systems – which shows adaptability
iii) Prioritize a multisectoral objective targeting slow onset drought and climate change adaptation which could include food security forecasting, internally displaced person forecasting, social programming for internally displaced people, and social programming in emergencies.	Yes, anticipatory action (AA)/early warning relevant
iv) Explore, in collaboration with the government, the possibility and appropriate modes of direct engagement in the areas where WFP can exercise its technical comparative advantages to support the government, given the positive cascade effects in WFP's relationships during the Sulawesi response.	Somewhat. This can be seen in pilots such as the AA and CLEAR+
Recommendation 2: Partnership/engagement. High Priority: Within 12 months. As part of the new CSP design, the country office, with support from headquarters (PRO: OSZIS) and the Regional Bureau Bangkok, should develop a systematic and in-depth analysis and review of its existing network of relationships with partner ministries and agencies. The organizing framework should involve:	
i) identifying and mapping the respective interest groups and their positions, allies, and representatives in each of the targeted ministries and agencies	Somewhat. An exercise was conducted informally in 2022 but was not documented nor updated since then
ii) an assessment of the quality of the technical, operational, and strategic dimensions of relationships	No evidence. This is probably in people's heads, but not systematically documented
iii) a network analysis to identify points of intersection and collaboration	Somewhat – related to the 2022 exercise, some internal knowledge, not documented
iv) a gap analysis to identify new ministries or agencies or interests which are not yet within WFP relationships, but which should be	Somewhat – part of 2022, related to National Nutrition Agency (NNA) and Bappenas relationships and National Food Agency (NFA).
v) in-depth analysis of policy gaps and reforms required by the government to achieve SDG 2.	No evidence.
Recommendation 3: Direct Engagement. High Priority: Within 18 months: The country office with support from headquarters (PRO: OSZIS and HRM) and Regional Bureau Bangkok, should consider additional office and organizational modifications in human resources to maximize its potential for the policy input engagement, including:	
i) conduct an in-depth analysis of country office internal capacity to identify current skillsets and aptitudes for necessary roles for the new CSP and establish a senior level policy input communication adviser role within the country office	Yes
ii) consider staffing profile 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 political communication	Yes
iii) conduct retraining for all staff on skills required for cultivating relationships in policy input	No evidence
iv) use contracting modality to recruit and retain an increasing number of political communication and analysis experts	Somewhat.
v) develop peer-to-peer horizontal learning groups on CCS among staff from WFP country offices involved in a CCS-focused CSP	Somewhat with ad hoc examples of exchange visits with individuals – not yet systematic
vi) establish partnerships with highly knowledgeable and well-respected academics whose advice is sought by the government to help WFP to provide a better position in advocating policy development or reform	Somewhat – Bogor university consultant most prominent option
vii) strengthen regional bureaux capacity for CCS and policy input communication by identifying a resource person to support programming and analysis related to national legislative landscape, policy and implementation, or strategic communication at policy fora	No evidence
Recommendation 4: Legal Agreements. High Priority: Within 6–12 months: The country office, with support from headquarters (PRO: OSZIS) and Regional Bureau Bangkok, should consult with relevant government entities regarding the operationalization of lessons learned from this CSP for engaging better with government. This includes:	
i) exploring opportunities for signing ProDocs at the level of Bappenas, especially for multisectoral activities	Yes. Next step is to apply the checklist of good practices elicited from this evaluation;

	informants at Bappenas mentioned "general agreement" not ProDocs
ii) establish relationships and agreements with the Ministry of Home Affairs (MoHA) for all activities – including the inclusion of MoHA in ProDocs signed at the Bappenas level to promote cascade effects from national to subnational levels	Somewhat. It is not clear where and how this MOHA relationship will be operationalized
iii) organize a government collaboration process on identifying challenges to synchronization of workplans, budgeting, or resourcing systems and processes to allow for better integration	Somewhat. Some evidence of work in SO2 for synchronization of workplans and cost sharing. Less evidence in SO3
Recommendation 5: Internal Reporting and M&E Processes. Medium Priority: Within the next 18 months. The country office, in collaboration with the Regional Bureau Bangkok and headquarters (PRO: OSZA and OSZIS, and CPP), should consider piloting adjustments to the reporting and M&E systems and tools to better capture the relationship and strategic engagement achievements that are precursors to longer-term strategic outcomes. This may involve identifying appropriate indicators or formats that could be piloted in the next CSP cycle. Steps to develop these indicators and templates include:	
i) document review of existing country office templates	No evidence
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	No evidence
iii) piloting capacity strengthening indicators recently developed by headquarters	No evidence
iv) allocating a review and adjustment exercise after one year of piloting – perhaps within the frame of a mid-term CSP review process or through decentralized evaluation	No evidence
Recommendation 6: Coordination and Convening. Medium Priority: Within 18 months: Building on WFP comparative advantages, during the next CSP design the country office, with support from the Regional Bureau Bangkok, should establish mechanisms or arrangements that reinforce the WFP's potential convening and coordinating roles, taking advantage of existing global WFP knowledge and experiences to inform national capacity strengthening. This should include a suite of interventions, including:	
i) increased participation in, and convocation of, working groups and clusters	Yes, involvement in UNCT working groups and also in government clusters, especially for SO2. Also SO3, in Food Fortification and Rice Fortification working groups
ii) creating horizontal peer-to-peer WFP working groups (Recommendation 2-v) and contracting and maintaining higher level positions (Recommendation 1-i)	Somewhat. Organizational restructuring created higher level positions. Peer-to-peer groups not yet systematic
Recommendation 7: Resource Mobilization. Low Priority: Within 12 months: Given the importance of government funding for future CSP work in the country, prior to the next CSP cycle the country office, with support from WFP headquarters (PRO: OSZIS, PPR and CPP) and the Regional Bureau Bangkok, should identify a structured set of procedural guidance protocols for securing government funding within a CCS-focused CSP as part of a larger resource mobilization strategy that includes traditional and private sector funding. To support this strategy and government funding focus, WFP headquarters should develop a lesson learned exercise:	
i) integrating 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	No evidence. Some internal knowledge in people's heads, but not documented
ii) convening peer exchanges for WFP staff from similar capacity strengthening country offices for horizontal learning	Somewhat. Most found in SO2 where one person went to India and there were a couple of regional conferences – more systematic application should be done
iii) convening government stakeholder consultations with multiple countries, where possible, to assess challenges and opportunities for this type of WFP relationship	No evidence. Government staff were facilitated to attend meetings in other countries (need to check) – not sure if this is what was meant by the recommendation

Source: CSP 2016–2020 Evaluation and CSP Mid-Term Review. Rating by evaluation team.

Key: Addressed, Somewhat Addressed, Limited Progress, No Evidence

Table 25: Mid-term review recommendations

Recommendations	Observations
<p>Recommendation 1: The CO should strengthen its policy engagement activities in a more focused and relevant way, fully integrating the principles of CCS. While the CO has developed many activities at the policy level, and invested in partnerships, they are scattered and, in some cases, not fully acknowledged. Strengthening, integrating, and finalizing these into a coherent advocacy agenda that demonstrates WFP's capability to support government systems.</p>	<p>Limited evidence. There was an exercise during an RBB CCS exercise to do more systematic mapping, but this has not yet been documented. More visible coherency in SO2, but not for the CSP overall.</p>
<p>Recommendation 2: The CO should strengthen its knowledge management (in terms of system, process, people, and strategy) to support the added value of WFP in Indonesia. A clear strategy to integrate knowledge management in all aspects of the work and ensure activities and processes are properly documented, easily available and effectively utilized requires adequate systems and easy processes, with suitable indicators, operated by staff embedded in activities.</p>	<p>Limited evidence. First start has been contracting a Knowledge Management manager, but actual development of strategies, processes, and capacities not yet evident.</p>
<p>Recommendation 3: The CO should generate and/or collect evidence of best practices of the effectiveness of proposed programmes in specific areas it wants to pursue. Examples of areas that lack this evidence are improving nutrition education of primary school-aged children through building synergies between UKS/M and PKH programmes), anticipatory action (AA) (how to implement effective intervention). This is essential to convince the government which will increase the effectiveness of CO's policy engagement. This could be done through operational research, pilots, or review of existing evidence.</p>	<p>Limited evidence. One impact study in school nutrition mentioned, one scoping study for AA. Not yet systematic compilation in documented form of best practices.</p>
<p>Recommendation 4: The CO should maintain and strengthen relationships with government stakeholders by: a) using formal and informal communication channels b) improving government awareness and understanding of the CSP c) strengthening the connection between the government and the private sector d) strengthening the collaboration with other United Nations agencies to provide an integrated support to the government</p>	<p>Limited evidence. Some evidence of formal and informal communication channels – less evidence of CSP communication to government – some examples cited of United Nations agency collaboration in cluster system and one Rome-based Agency (RBA) proposal plus some joint programming through the medium-term budget framework. No documentation, although some informal work from senior management on government relationships.</p>
<p>Recommendation 5: WFP CO should assess and continue to improve their staffing profile to ensure sufficient in-house capacity. Recommended activities for staff capacity building are: a) internal workshops to ensure that staff have the same understanding on the CSP and how to implement it, including cross-cutting issues b) training on policy engagement c) training on programme management such as how to modify activities, reallocate budget, ensure sustainability of activities</p>	<p>Somewhat. There is evidence of improved understanding of CCS, but the actual training suggested has not been conducted beyond the RBB workshop in March.</p>
<p>Recommendation 6: Under the new Country Director, the CO management should continue the positive changes made in management of the CO and make necessary improvement: a) continue to have an integrated annual workplan for the remaining period of CSP b) maintain internal regular meetings to allow staff and management to coordinate and stay updated on the CSP implementation c) conduct donor and stakeholder mapping</p>	<p>Somewhat. There is more emphasis on internal workplans and all team meetings. More could be done on workplan synchronization with government workplans and on updated documentation of stakeholder mapping (political landscape analysis).</p>
<p>Recommendation 7: The CO should include in the next CSPE an in-depth analysis of CCS pathways, contribution analysis, cost-benefit analysis, HR processes to ensure “the right person in the right place”. This should support the learning objective and focus on gauging insights in what worked and what did not work, and the reasons why.</p>	<p>Limited evidence. The RBB CCS workshop in March surfaced some of these elements but has not yet been documented or followed up on systematically. It would be good to implement this exercise as part of the CSP design process drawing on the lessons learned checklist elicited from the interviews.</p>

Source: CSP 2016–2020 Evaluation and CSP Mid-Term Review. Rating by evaluation team.

Key: **Addressed**, **Somewhat Addressed**, **Limited Progress**, **No Evidence**

Annex 12: Findings to recommendations linkages

Recommendations	Conclusions ⁵⁴	Findings
Recommendation 1: Strategic Direction Development. Reaffirming the recommendations from the previous Country Strategic Plan Evaluation (CSPE), when developing the next CSP, WFP should remain strategically focused on country capacity strengthening (CCS) through the utilization of a CCS framework adapted to the context of an upper-middle income country. To achieve this the country office (CO) should articulate its multi-year strategy and multi-year roadmap at the outcome and output level to guide CSP implementation.	Conclusion 1	Paragraphs 48–69, 96 119–121, 134–135
	Conclusion 2	Paragraphs 51–54, 57, 62–67, 81–88, 91–94
	Conclusion 3	Paragraphs 51–54, 81–88, 89–94
	Conclusion 7	Paragraphs 55–59, 62–65, 75–79, 116–123
Recommendation 2: Human Resource Management: As part of the next CSP, building on the recently completed workforce review, and affirming the recommendation in the mid-term review, and the previous CSPE, for the next CSP, WFP should ensure the collection of required expertise to implement a CCS CSP (technical, relational, governmental, and WFP CCS). WFP should ensure that processes are in place to continue to strengthen staff capacities and organizational culture consistent with a CCS mandate.	Conclusion 4	Paragraphs 62, 66, 68, 111, 113, 114, 124, 125–131
	Conclusion 3	Paragraphs 51–54, 81–88, 89–94
	Conclusion 8	Paragraphs 57–59, 96, 112, 120–123, 124, 125–131
Recommendation 3: Focused Partnerships. As part of the next CSP, building on the existing relationships' successes and experiences, WFP should develop a coherent partnership agenda to help manage the diversity of partnerships required in CCS implementation. This includes more intentional prioritization and focused cultivation of existing relationships and mapping the emerging landscape both within and external to the new government.	Conclusion 2	Paragraphs 51–54, 57, 62–67, 81–88, 91–94
	Conclusion 7	Paragraphs 55–59, 62–65, 75–79, 116–123
Recommendation 4: CSP Alignment with National Systems. As part of the next CSP, WFP should ensure that the implementation of the next CSP activities are well aligned with government processes, which requires flexible responsiveness to government needs and processes but within a systematic framework of action.	Conclusion 6	Paragraphs 57–59, 70–79, 80–88, 89–94
	Conclusion 5	Paragraphs 95–100, 134–135
Recommendation 5: Evidence Base and Knowledge Management. In the next CSP, WFP should invest further in contextualizing the existing corporate systems and results frameworks to make the CCS processes and contributions more visible. In addition, this would include three additional considerations: i) strengthen inter-SO conceptual linkages; ii) track cascade effects of CSP CCS work; and iii) develop processes to inform/strengthen knowledge management to track historical relationships with government counterparts.	Conclusion 3	Paragraphs 51–54, 81–88, 89–94
	Conclusion 1	Paragraphs 48–69, 96 119–121, 134–135
	Conclusion 5	Paragraphs 95–100, 134–135

⁵⁴ Conclusions may be relevant to more than one recommendation. When this occurs, the conclusion is cited twice.

Annex 13:

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Annex 14: Acronyms

AA	anticipatory action
AAP	Accountability to Affected Populations
ACR	Annual Country Reports
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ASEAN	Association of Southeast Asian Nations
ASP	Adaptive Social Protection
Bappenas	Badan Perencanaan Pembangunan Nasional – Ministry of National Development Planning
BLT/BLSM	Direct Cash Support, an unconditional cash transfer scheme
BMKG	Meteorological, Climatological, and Geophysical Agency
BNPB	National Disaster Management Agency
BPBD	Regional Disaster Management Agency
BPS	Badan Pusat Statistik (Statistics Indonesia)
CBT	Cash-Based Transfer
CCA	Common Country Assessment
CCS	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
CLEAR+	Consolidated Livelihood Exercise in Analysing Resilience
CO	country office
CP	Country Plan
CPB	Country Portfolio Budget
CRF	Corporate Results Framework
CSI	Coping Strategy Index
CSO	civil society organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DCD	Deputy Country Director
DoE	Director of Evaluation
DDoE	Deputy Director of Evaluation
DRR	disaster risk reduction
DRRM	Disaster Risk Reduction and Management
DSC	Direct Support Costs
EB	Executive Board
EDMF	Emerging Donor Matching Fund
EM	Evaluation Manager
EQ	Evaluation Question
EPCI	Emergency Preparedness Capacity Index

EPI	Evaluation Performance Indicator
EPR	Emergency Preparedness and Response
ER	Evaluation Report
E-Simba	Disaster Mitigation Information System
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FGD	Focus Group Discussion
FSN	Food Security and Nutrition
FSVA	Food Security and Vulnerability Atlas
GAP	Gender Action Plan
GAM	Gender and Age Marker
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEEW	Gender equality and empowerment of women
Germas	Healthy Lifestyle Movement
GHI	Global Hunger Index
GII	Gender Inequality Index
GNI	Gross National Income
GNP	Gross National Product
HAP	Humanitarian Accountability Partnership
HDI	Human Development Index
IFAD	International Fund for Agricultural Development
IFI	International Financial Institutions
IKN	Ibu Kota Nusantara (the country's new capital)
IOP	Agricultural orientation index
IPV	Intimate partner violence
IR	Inception Report
IRBI	Indonesia Disaster Risk Index
IRG	Internal Reference Group
JKN-PBI	Subsidy for national health insurance
Kemkeno PMK	Coordinating Ministry for Human Development and Cultural Affairs
KII	Key Informant Interview
KIP	Cash transfer scheme targeting poor and at-risk students (university)
KPBU	Government and Business Entity Cooperation
KPI	Key Performance Indicator
LTA	Long Term Agreement
LoS	Line of Sight
LSC	Least Significant Change
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoE	Ministry of Economic
MoEC	Ministry of Education and Culture
MoH	Ministry of Health
MoHA	Ministry of Home Affairs

MoP/Bappenas	Ministry of Planning/Bappenas
MoSA	Ministry of Social Affairs
MoU	Memorandum of Understanding
MSC	Most Significant Change
MT	Metric Tons
MTR	Mid-Term Review
mVAM	Mobile Vulnerability Analysis Mapping
NBP	Needs Based Plan
NFA	National Food Agency
NEET	Not in Education, Employment or Training
NGOs	non-governmental organizations
NLC	National Logistics Cluster
NNA	National Nutrition Agency
NTT	Nusa Tenggara Timur province
ODA	official development assistance
OHANA	Organisasi Harapan Nusantara
OEV	Office of Evaluation
OFDA	Office of Foreign Disaster Assistance
OPC	Oversight and Policy Committee
QA	Quality Assurance
PIP	Cash transfer scheme targeting poor and at-risk students (primary to high school)
PKH	Family Hope Programme, a conditional cash transfer scheme
PPH	Expected Food Pattern
PRISM	Platform for Real-Time Impact and Situation Monitoring
Progas	Program Gizi Anak Sekolah (National Nutrition Program for School Children)
PSEA	Protection from Sexual Exploitation and Abuse
RA	Research Assistant
RAN-API	National Plan for Climate Change Adaptation
RBA	Rome-Based Agencies
RB	Regional Bureau
RBB	Regional Bureau for Asia and Pacific Region in Bangkok
RF	Rice Fortification
RPJMN	Rencana Pembangunan Jangka Menengah Nasional – National Medium-Term Development Plan (2020–2024)
RPJPN	Rencana Pembangunan Jangka Panjang Nasional – National Long-Term Development Plan (2025–2045)
SAE	small area estimation
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
Sembako	Government food assistance scheme
SMP	School Meals Programme
SN	School Nutrition
SO	strategic outcome
SSTC	South-South and Triangular Cooperation

SUN	Scaling Up Nutrition
TL	Team Leader
ToC	theory of change
ToR	terms of reference
UMi	Ultra Microcredit (finance assistance for microenterprises)
UMIC	Upper-Middle Income
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNRCO	United Nations Resident Coordinator Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	United Nations System-wide Action Plan
VAM	Vulnerability Analysis and Mapping
VNR	Voluntary National Review
WFP	World Food Programme

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