



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE INDONESIA: AN EVALUATION OF WFP'S PORTFOLIO (2009-2013)

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1. Background

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

1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. Country Portfolio Evaluations help Country Offices in the preparation of Country Strategies and provide lessons that can be used in the design of new operations.

3. WFP Indonesia developed their first Country Strategy covering a 5 year plan 2011-2015. The document was approved by WFP in 2011.

1.2. Country Context

4. Indonesia is the world's largest archipelago including more than 17,000 islands. With a population of 247 million people, it is the fourth most populous country in the world. Following notable socio economic and political progress¹, Indonesia is a low Middle Income Country (MIC) ranking 121st of 187 countries in the 2013 UNDP Human Development Index. It is also a G20 member and the largest economy of the Association of Southeast Asian Nations (ASEAN). The country's gross national income per capita has steadily risen from \$2,200 in 2000 to \$3,563 in 2012. In 2011, Indonesia hit a milestone as it marked 6.5% GDP growth, the highest since 1996.

5. In general, economic growth is necessary but not sufficient to accelerate reduction of hunger and malnutrition². In Indonesia, despite strong economic growth and falling poverty in the last decade - in 2012 the poverty rate is at 12% - inequality is rising and many households continue to live on the edge of poverty and vulnerability remains high³.

6. In 1998 the Indonesian government introduced a subsidized rice programme called *Raskin - rice for the poor*, to ensure adequate staple food consumption. In 2012 the government allocated a budget to subsidized 3.4 million tonnes of rice to be distributed to 17.5 million households⁴. Several studies assessing Raskin pointed out that the programme faces major targeting and efficiency issues.

¹ Since the transitioning to democracy in 1998

² The State of food insecurity in the world, 2012 (FAO, IFAD and WFP)

³ Nearly 40 % of Indonesians live on 1.5 times poverty line expenditure (or less) and are highly vulnerable to shocks that can push them back below the poverty line. Source: Country Partnership Strategy for Indonesia, The World Bank, Dec 2012.

⁴ Indonesian Financial Note and Revised Budget, 2012.

7. According to the last Food Security and Vulnerability Atlas⁵, some 87 million Indonesians are vulnerable to food insecurity. While the Millenium Development Goal set for reducing the prevalence rate of underweight among young children has been achieved, chronic malnutrition (stunting) is widely prevailing among young children in the country. Overall, national prevalence of stunting was 36% for the 2007-2011 period, ranked at high level of public health significance according to the WHO classification. In total, 17 out of 33 provinces reported having a stunting prevalence higher than the national average⁶. In summary, malnutrition was found significantly higher in the eastern part of the country. The below table 1 shows the percentage of underweight and stunted under five years children.

Table 1. Percentage of underweight and stunted <5 yrs children – compared to WHO nutritional classification.

Country	Underweight Children (<5 yrs)	Stunting Children (<5 yrs)	Underweight WHO Classification	Stunting WHO Classification
Indonesia	18 % Note: MDG achieved in 2007 (18.5 %)	36 % Note: Chronic malnutrition remains at high (serious) and very high (critical) levels across the country.	Between 10-19% is classified as : Poor	Between 30-39% is classified as: High (serious)

Source: Data from the State of the World Children, Unicef 2013

8. In April 2013, the government of Indonesia and WFP held a conference aiming to spearhead the drive for improved nutrition across the country. The discussions focused on the critical window of opportunity in the first 1,000 days of a child's life when proper nutrition is essential for optimal physical and intellectual development

9. Despite the 2001 “big bang” decentralization, the transition from being one of the most centralized countries in the world to one of the most decentralized is far from complete. Public service delivery and public sector capacity at the subnational level remain major challenges. Regional disparities persists; eastern Indonesia lags behind other parts of this geographically dispersed country.

10. Indonesia has formulated a long-term development plan which spans from 2005 to 2025. It is segmented into 5-year medium term plans. The current medium-term development covering 2010-2014 (RPJMN) is the second phase, emphasising “development for all” and placing food security among its 11 priorities. The control and management of natural disaster risks is also a priority in the RPJMN.

11. Indonesia, an archipelago country, is highly vulnerable to natural disasters such as earthquakes, tsunamis and volcanic eruptions. Over the last decade, Indonesia is

⁵ The 2009 FSVA report (developed by GOI and WFP and launched in 2010) understands the food security concept based on its three dimensions (food availability, access to food and utilization of food) to any circumstances – rather than only in a food insecure situation. Note that WFP plans to update the FSVA – considered as an important planning document - in late 2013/2014.

⁶ In particular the NTT province (East Indonesia) recorded a stunting prevalence rate of 58.4%, according to the WFP Indonesia 2012 in Review. To highlight the inequity between provinces, DKI Jakarta province indicated a prevalence of 27 % according to the FSVA.

part of the top five countries that are more frequently hit by natural disasters. In 2010, it ranked second in the world in terms of its vulnerability to extreme weather and geophysical events. On average, one million people are affected by disasters every year. Disaster resilience and management is a top agenda item for the Government and its international partners.

12. Partner food aid response to food insecurity has been linked to emergencies such as the 1998 El Nino drought or the December 2004 Aceh tsunami. Since peaking in 2005, food aid has been declining.

13. Progress towards the Millenium Development Goals (MDGs) has been uneven and the recent 2013 annual report shows mixed success. The first MDG Report was drafted in Indonesian and later translated into English – reflecting the Government’s strong sense of ownership. With reference to the goal of halving the proportion of people whose income is below the national poverty line between 1990 and 2015, the Report shows that Indonesia is on track towards attaining that goal. However, prospects across provinces are uneven. The goal of providing safe drinking water by 2015 is also on track. But according to the Asian Development Bank, some challenges in achieving the MDGs are remaining such as reducing hunger, providing basic sanitation, addressing deforestation and containing the spread of HIV. Maternal health remains also a challenge; the maternal mortality ratio (MMR) soared to 359 per 100,000 births in 2012 – from 228 in 2007. Indonesia’s target for MDG 5 is to reach 110 in 2015 (UNDP).

14. Gender is well mainstreamed in the Government Central Planning, but implementation has been weak in part because sex-disaggregated data and analysis have not been available. As noted above, maternal mortality rates remain high for Indonesia’s income level – and even increased during the last years. According to the World Bank the overall pace of poverty reduction is slower for female-headed households, and the 2013 Human Development Report ranks Indonesia at 106 regarding the gender inequality index. The WFP 2012 assessment report in the NTT Eastern Province of Indonesia found that gender inequalities are embedded in the social values and daily life practices of the people.

2. Reasons for the Evaluation

2.1. Rationale

15. The current WFP Country Programme (CP) runs from 2011-2015⁷ and the same timeframe applies for the Country Strategy (CS) developed by the Country Office. The evaluation findings will inform WFP Indonesia for their next CP and CS.

16. In relation to the current Strategic Plan (2008-2013), the evaluation will provide evidence on how the portfolio performed. Given that the new Strategic Plan (2014-2017) continues its focus on food assistance, lessons from this CPE are likely to be applicable for the future WFP operations in Indonesia.

17. Partnerships will play an essential role in Middle Income Country (MIC). It is anticipated that the CPE in Indonesia will generate lessons about WFP’s role in MIC⁸.

⁷ The United Nations Partnership for Development Framework in Indonesia (UNPDF) also covers the 2011-2015 period.

⁸ See the WFP internal concept note on MIC (July 2013)

18. No portfolio evaluation covering several food assistance operations over a 5-year period was conducted in Indonesia. The last evaluation carried out (in 2006) by the Office of Evaluation was the mid-term evaluation of the PRRO 10069.1 which ran from 2005 to 2007.

2.2. Objectives

19. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Indonesia (accountability); and
- determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in Indonesia, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

2.3. Stakeholders and Users of the Evaluation

20. The primary user of the evaluation findings and recommendations will be the WFP Indonesia Country Office in the refinement and design of the current and next operations, country strategy and partnerships. The Asian Regional Bureau is also expected to use the evaluation findings given its role in providing strategic guidance.

21. The below provides a preliminary stakeholders analysis and a thorough analysis will be done by the evaluation team during the inception phase.

Internal stakeholders	
Country Office (CO)	Responsible for the country level planning and operations implementation, it has a direct stake in the evaluation and will be a primary user of its results. The CO developed strategic priorities to address food and nutrition security in the country. The evaluation findings will inform to what extent it validates the directions indicated in the 2011-2015 Country Strategy. The CO also has an interest in enhanced accountability towards the Indonesian government, other partners, donors and beneficiaries.
Regional Bureau in Bangkok	In light of its stronger role in providing strategic guidance, programme support and oversight to the COs in the region, the RB has an interest in learning from evaluation results.
Headquarters Management and relevant Technical units	Executive Management and other Managers based in Rome will be interested in the findings of this evaluation. In particular in the Policy, Programming & Innovation, the Performance Management, the Emergency Preparedness, and the Partnership & Governance divisions.
Executive Board (EB)	As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations and their harmonisation with strategic processes of government and partners.

External stakeholders	
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Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.
Government (including partner Ministries)	<p>The Government of Indonesia (GOI) – a middle income country – has a direct interest in knowing whether WFP activities in Indonesia are effectively impacting their population, aligned with their agenda and harmonised with the action of other partners. GOI is also interested as a “beneficiary” of the capacity building component of the portfolio under evaluation. WFP collaborated with the Ministry of Agriculture (particularly the Food Security office), the Ministry of Health and family Welfare for the 2009 Food Insecurity Atlas. WFP established a partnership with the National Agency for Disaster Risk Management (BNBP) to build the capacity of the rapid response team in logistics and emergency telecommunications. The Central statistics Bureau (BPS), the National Institute for Aeronautics and Space (LAPAN), the Agency for Meteorology, Climatology and Geophysics (BMKG) are also important partners to analyse food security. The principal government counterpart for policy and programming is the Ministry for People’s Welfare (Menkokesra). The Ministry of National Development Planning coordinated the five year Food and Nutrition Action Plan 2011-2015. Last but not least, Indonesia is a major donor to WFP Indonesia; its contribution to the portfolio under evaluation represents 21% (see annex 7).</p>
UN agencies	UN agencies have an interest in ensuring that WFP operations are effective and aligned with their programmes. The 2011-2015 UN Partnership Development Framework (UNPDF) - the equivalent of a UN Development Framework (UNDAF) – supports the Government in developing policies and programmes. Because inadequate capacity has impeded government programmes, the activities will support decentralization, particularly in disadvantages and remote regions. WFP worked with UNICEF to address helminthic infections in operational areas, and also to support local governments to develop the 2011-2015 Food and Nutrition Action Plan for NTT and NTB provinces. In partnership with FAO, WFP implemented coastal habitat restoration.
NGO partners, international and Academic institutions	NGOs are WFP’s partners in programme implementation and design and as such have a stake in the WFP assessment of its portfolio performance as well as an interest in its strategic orientation. Discussions are ongoing in 2013 on collaboration on food-based social safety nets with the World Bank and the Asian Development Bank (ADB). WFP published evidence based studies on food security, nutrition and gender in collaboration with academic institutions e.g. Bogor Agricultural University.
Donors (Governments and Private sector)	WFP activities are supported by donors’ contributions. They have an interest in knowing whether their funds have been spent efficiently. They also have an interest in knowing to which extent

the WFP strategy complement their own strategies and supported-programmes. The portfolio's top three donors are: Private Donors, Australia and Indonesia. Private sector contributed to the three portfolio operations with a total amounting to \$8 million. DSM, TNT, Unilever, and Yum ! brands are among WFP's Global Partners supporting WFP's works in Indonesia.

3. Subject of the Evaluation

3.1. WFP's Portfolio in Indonesia

22. WFP has been present in Indonesia since 1964, totalling 74 operations valued at USD 586 million. In 1996 WFP left and was requested to return in 1998 to respond to the drought caused by El Nino and to the Asian Financial crisis that affected more than 20 million Indonesians. Annex 4 lists all WFP operations in Indonesia since the beginning.

23. Since January 2009, there have been a Protracted Relief and Recovery Operation (PRRO), an Emergency Operation (IR- EMOP) and a Country Programme (CP) in Indonesia. In addition there were also two Special Operations (SOs) related to Logistics and Telecommunication support⁹. Table 3 illustrates the timeline and the funding level of the Indonesia portfolio.

Table 3. Timeline and funding level Indonesia CPE

Timeline and funding level of Indonesia portfolio 2009 - 2013										
Operation	Title	Time Frame	2009		2010		2011		2012	
CP 200245	Country Programme	Jan 12 - Dec 15							Req: \$44,795,183 Contrib: \$9,497,189	
IR-EMOP 200218	Mentawai Tsunami, West Sumatra	Nov 10 - Jan 11				Req: \$495,567 Contrib: \$459,677				
SO 200082	Logist. and Emerg. Telecom. Clusters Support to the Humanit. Community's Response to West Sumatra Earthquakes.	Oct 09 - Dec 09		Req: \$1,997,308 Contrib: \$670,357					<div>LEGEND</div> <div>Funding Level</div> <div>> 75%</div> <div>Between 50 and 75%</div> <div>Less than 50%</div>	
PRRO 100692	Nutritional Rehabilitation in Indonesia	May 08 - Dec 11	2008 Req: \$ 112,599,501 Contrib: \$46,208,610							
SO 104981	WFP Logistics Support Unit	Oct 07 - Mar 12	2007 Req: \$12,455,623 Contrib: \$ 7,627,063							
Food Distributed (MT)			12,955		5,180		4,694		1,437	
Direct Expenses (US\$ millions)			18,334,000		10,429,000		8,494,000		5,998,000	
% Direct Expenses: Indonesia vs. WFP World*			0%		0%		0%		0%	
Beneficiaries (actual)			M	F	M	F	M	F	M	F
			439,102	562,569	190,367	212,671	146,192	185,494	44,424	45,865
Total of Beneficiaries (actual)			1,001,671		403,038		331,686		90,289	

Source: last SPR available in August 2013, Resource Situations, APR 2009 - 2012

Requirements (Req.) and Contributions (Contrib.)

*Absolute figures are too low and not captured by the %

⁹ The WFP Logistics Support Unit in Aceh was funded through SO 10498.1. This SO, which was part of the tsunami response, started in September 2007 and ended in March 2012. The SO was considered an innovative example of capacity development as it contributed to more efficient port operations. SO 200082 was carried out during 3 months in late 2009, and was a Logistics and Emergency Telecommunication clusters support to the humanitarian community's response to West Sumatra earthquakes.

24. The 2008-2010 PRRO was planned to target 845,000 beneficiaries. This operation sought to address micronutrient deficiencies through fortified food interventions targeting children 12-59 months, pregnant and lactating women and primary school children aged 6-13. It focused on rural and suburban areas of NTT, NTB, East Java and Greater Jakarta, with a contingency reserve being held for earthquakes, floods and landslides. Severe underfunding prompted various downsizing such as the suspension of the school feeding activity in NTT province in mid 2010, or the suspension of the support to tuberculosis patients in 2009. Following one year extension, the PRRO eventually ended in December 2011.

25. The PRRO was followed by a Country Programme (CP) that started in 2012, focusing on assistance through capacity development. The three components of the 2012-2015 CP are derived from the WFP's country strategy priorities. They focus on the monitoring, analysis and mapping of food security, disaster preparedness & response, and reducing undernutrition. Through WFP's technical assistance and investments in capacity development, millions of indirect beneficiaries can be assisted through Government policy changes. Pending appropriate funding¹⁰, WFP will support efforts by the Government of Indonesia to achieve food and nutrition security for all, and provide direct assistance to 417,000 beneficiaries.

26. In response to the West Sumatra earthquake and tsunami on 25 October 2010, WFP launched a 3-month Immediate Response Emergency Operation (IR EMOP). The objective of the Nov 2010 - Jan 2011 EMOP was to support the Government's efforts to enhance its food delivery and distribution systems. In addition to the provision of fortified biscuits¹¹, WFP assistance also included the provision of storage facilities and warehouse management for all humanitarian actors involved in the relief response.

27. The WFP Indonesia Country Strategy Document (CSD) for the 2011-2015 period outlines three strategic priorities to strengthen the Indonesian capacity to i) address food insecurity through enhanced monitoring, analysis and mapping capacity, ii) prepare for and respond to disasters and shocks and, iii) reduce undernutrition below critical levels (see table 4). The vision of the CSD is to partner with the Government of Indonesia as a catalyst in achieving food security while laying the foundation for Indonesia to become a global champion against hunger. The strategy document indicates it is aligned with the current government's 2010-2014 Medium Term Development Plan (RPJMN)¹², with UNDAF priorities and with the WFP Corporate Strategic Plan¹³. The CSD also presents the main three identified risks and related mitigation actions.

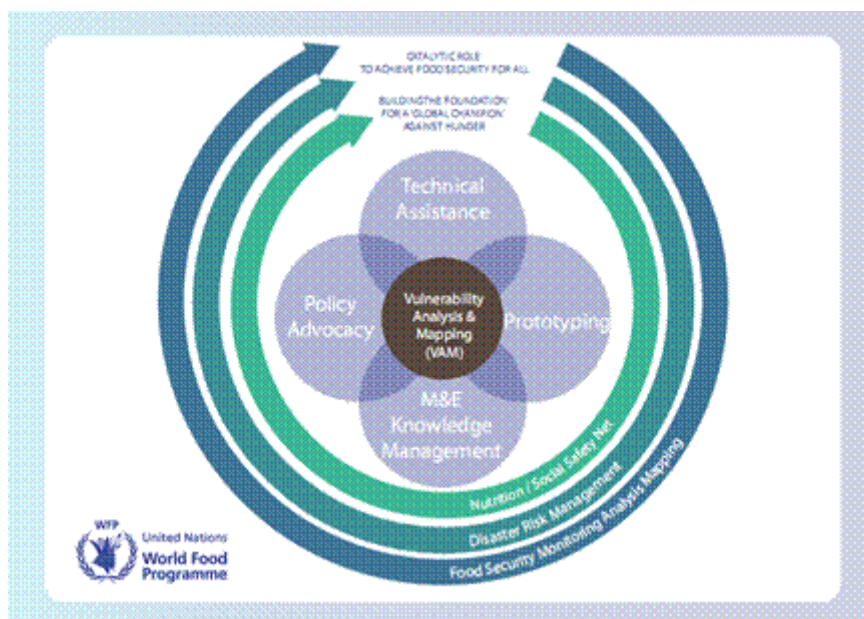
Table 4. WFP Strategic Priorities and implementation as per the Indonesia CSD 2011-2015

¹⁰ In mid 2013, the funding shortfall for CP 200245 amounts to some 80%.

¹¹ 43 MT of fortified biscuits were distributed to 6,346 people.

¹² The two main priorities for development in health of the RPJMN is to increase maternal, child and infant health - followed by the increase in nutritional status.

¹³ The CSD focuses on 3 Strategic Objectives: SO2, SO4 and SO5. See the 2008-2013 WFP Strategic Plan Objectives – highlighting WFP transition from food aid to food assistance - in annex 3



Source: WFP Indonesia

28. One of the identified risk related to the implementation of the WFP 5 year plan is related to the funding deficiencies. Table 5 below shows the portfolio funding level¹⁴ by Programme category.

Table 5. Portfolio Funding table (actual vs requirement)

WFP portfolio 2009 - 2013 by Programme Category in Indonesia

	No. of operations	Requirements (US\$ thousand)	% of requirements by project type	Actual received (US\$ million)	% Requirements vs Received
Relief and Recovery (PRRO)	1	112.599	65%	46.208	41%
Country programme (CP)	1	44.795	26%	9.497	21%
Immediate Response					
Emergency Operations (IR-EMOP)	1	495	1%	459	93%
Special Operation (SO)	2	14.452	8%	8.297	57%
Total	5	172.343	100%	64.462	37%

Source: WFP The Factory

29. The IR EMOP was well funded (93 % funded). On the other hand, the PRRO suffered from almost 60% shortfall, and the 2012-2015 CP is currently critically underfunded. The CO still needs some 80 % of the resources. The current CP's shortfall affects the planned 417,000 direct beneficiaries, and also the CO's ability to deliver on SO5 activities: building of Government partnerships.

30. In 2012 the government of Indonesia and WFP formally signed a new partnership framework moving away from a "donor-recipient" relationship to a more equal partnership through a multiyear agreement for \$2.8 million¹⁵. It is also in 2012

¹⁴ Based on September 2013 latest available information

¹⁵ For 4 years (2013-2016). Note that grant 10019474 has been confirmed in WINGS, however funds have not yet been disbursed in October 2013.

that the Indonesian government became a full-fledged donor to WFP – making a contribution of \$2 million to WFP DPRK operations.

31. The private sector is the top one donor (USD 8.1 million) to the 2009-2013 Indonesia portfolio, followed by donations from the governments of Australia (USD 4.7 million) and Indonesia (USD 4.2 million). The largest private sector's supporters to the portfolio were Unilever, Cargill and YUM, and most of their donations were directed towards school feeding programmes.

32. The main portfolio's interventions with beneficiaries receiving direct assistance include Nutrition, School Feeding and Livelihood activities. As indicated in table 6, Nutrition (including HIV&TB) was the largest activity by beneficiary share, followed by school feeding. In addition, an important part of the portfolio is on capacity development (see paragraph 25).

Table 6. Food assistance actual beneficiaries, by activities and by portfolio's operation

Operation \ activity	HIV&TB	School F.	Nutrition	GFD	FFW/FFT/FFA
CP 200245		X	X		X
PRRO 100692	X	X	X		X
IR-EMOP 200218				X	
Planned % of beneficiaries	6%	35%	42%	1%	16%
Actual % of beneficiaries	5%	38%	36%	1%	20%

Source: WFP Dacota 2012

3.2. Scope of the Evaluation

33. The evaluation covers the 2009-2013 period¹⁶ of WFP's portfolio operations in Indonesia. The portfolio evaluation covering three food assistance operations will focus mainly on the PRRO 10069.2 and the ongoing CP 200245. The IR EMOP 200218¹⁷ and the Special Operations will not be a focus of the evaluation and will be evaluated only to the extent they contribute to the outcomes of WFP portfolio operations.

34. By also reviewing the 2011-2015 Country Strategy Document and the most recent information available of the priority of the Indonesian authorities, the evaluation will assess to what extent their findings validate the directions of the strategic vision for WFP in Indonesia. It will also inform the extent to which WFP Indonesia managed the transition in its operational responses from food aid (PRRO) to food assistance (CP).

35. Given the importance of capacity building¹⁸ in this portfolio, the evaluation will pay particular attention to this element. The team will need to review the extent to which the new financial framework, being rolled out in 2014, is likely to provide

¹⁶ Note that the research and TOR preparation occurred during mid 2013 – information made available in late 2013 is not taken into consideration in this document.

¹⁷ IR EMOP: three months duration and representing only 0.3% of the food assistance operations' funding.

¹⁸ Strategic Objective 5 in the 2008-2013 WFP Strategic Plan.

adequate financial mechanisms and framework for CO activities in a MIC environment.

36. In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually, but to focus broadly on the portfolio as a whole. Following the established approach for WFP CPEs, the evaluation focuses on three main areas detailed in the below key evaluation questions (section 4.1).

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

37. The CPE will be addressing the following three key questions, which will be further tailored and detailed in a matrix of evaluation questions to be developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance in the MIC context of Indonesia, which could inform future strategic and operational decisions.

38. Question one: Alignment and Strategic Positioning of WFP's Country Strategy & Portfolio. Reflect on the extent to which: i) their main objectives and related activities have been relevant to Indonesia's humanitarian and developmental needs (including women, men, boys, girls, male headed and female headed households), priorities and capacities and; ii) their objectives have been coherent with the stated national agenda and policies, including sector policies; iii) their objectives have been coherent and harmonised with those of partners (multilateral, bilateral and NGOs); iv) WFP has been strategic in its alignment and positioned itself where it can make the biggest difference, especially in a MIC environment; and v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans¹⁹ and corporate policies on the other hand.

39. Question two: Factors and Quality of Strategic Decision Making. Reflect on the extent to which WFP: i) has analysed (or used existing analysis) the hunger challenges, the food security and nutrition issues in Indonesia - including gender issues; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues²⁰; and iii) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc.) to understand these drivers of strategy, and how they were considered and managed when the 2011-2015 Country Strategy was developed by the CO.

¹⁹ The current WFP Strategic Plan (2008-2013) marked a shift for WFP as a food assistance organization. This shift was a reflection to the changing nature of food security globally. The new Strategic Plan (2014-2017) will continue its focus on food assistance. This portfolio evaluation will review past and ongoing CO's operations vis-à-vis the 2008-2013 strategic objectives, as well as the comparative advantage and positioning of the next CO's operation(s) vis-à-vis the new strategic objectives and the national priorities.

²⁰ For example, in relation to activities that may be handed over to the government (e.g. School Feeding – see 2009 SF policy). Note table 4 of the revised school feeding policy updates on possible strategies WFP can take to support countries to move through the transition process.

40. Question three: Performance and Results of the WFP portfolio. Reflect on: i) the level of effectiveness, efficiency and sustainability of the main WFP programme activities and explanations for these results (including factors beyond WFP's control); ii) the level of synergy and multiplying effect between the various main activities regardless of the operations; and iii) the level of synergies and multiplying opportunities with partners (multilateral, bilateral and NGOs) at operational level.

4.2. Evaluability Assessment

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

41. The WFP Indonesia Country Strategy (2011-2015) developed by the CO in 2010 will bring valuable information to the evaluation as it partially guided the WFP portfolio under evaluation. However the CSD is not an operational document and does not contain performance results against which WFP reports. Thus the primary benchmarks for assessing performance will be a combination of the operation project documents, standard project reports as well as qualitative assessment of WFP's work on capacity building.

42. The evaluation will also be informed by the 2012 review made by WFP Indonesia²¹. This publication highlights WFP's shift from the direct operational role they had prior to 2011/2012 to focus more on longer term solutions.

43. Given that the top donor to the portfolio are private donors, the evaluation may benefit from the strategic evaluation on *WFP's private sector partnership and fundraising strategy* carried out in 2012. The evaluation used a range of methods, including visits to five COs – including Indonesia.

44. Some 2013 quantitative data will not yet be available while conducting the evaluation. The evaluation team will take this into account when developing the evaluation's data collection strategy.

4.3 Methodology.

45. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence, efficiency, effectiveness, sustainability and connectedness – appropriately linked to the three key evaluation questions.

46. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report. The methodology will:

- Examine the logic of the portfolio based on the common objectives arising across operations;
- Be geared towards addressing the evaluation questions using triangulation of information and analysis of both quantitative and qualitative data²². A model

²¹ "WFP Indonesia 2012 in Review". The review is not an evaluation and is not based on norms, standards and good practice of the international evaluation community.

looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.

- Take into account the limitations to evaluability as well as budget and timing constraints.

47. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and following a systematic process to answering the evaluation questions with evidence.

4.5 Quality Assurance

48. WFP’s evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

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

5. Organization of the Evaluation

5.1. Phases and Deliverables

50. The evaluation is structured in five phases summarized in table 7 below. The three phases involving the evaluation team are concentrated as follows: The Inception phase involves a briefing of the evaluation team in Rome, followed by an inception mission to the Indonesia CO (team leader and evaluation manager), then by the inception report providing details for conducting the evaluation fieldwork. The Fieldwork phase is anticipated to require approximately 3 weeks in the field and involve primary and secondary data collection and preliminary analysis. The Reporting phase concludes with the final evaluation report (a full report and an Executive Board summary report) that will be presented to WFP’s Executive Board in February 2015. A more detailed timeline can be found in annex 2.

22 The evaluation matrix – presented in the inception report - will be a crucial organizing tool for the evaluation. A qualitative approach will be key to assess WFP’s work in the context of Indonesia.

Table 7: Summary Timeline - key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	Sept/Dec 2013	Draft and Final TOR Evaluation Team and company selection .
2. Inception	Jan/March 2014	Company contracted. Document Review. Team's briefing at WFP HQ Inception Mission and inception reports.
3. Evaluation, including fieldwork	April 2014	Evaluation mission, data collection, internal exit debrief Teleconference/Debriefing Analysis
4. Reporting	May-Oct 2014	Analysis. Report Drafting Comments Process & Reviews Final evaluation report
5. Executive Board follow up EB/1/2015 (February session)	Nov/Dec 2014 <u>EB Secretariat:</u> <u>Nov 2014</u>	Summary Evaluation Report Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

5.2. Evaluation team/expertise required

51. The evaluation will be conducted by a team of independent consultants with relevant expertise for the Indonesia portfolio. It is anticipated that a core team of three evaluators (including the team leader), who may be supported by a technical specialist, will be required for the evaluation. It is expected that the team will consist of a mix of international and national consultants. Fieldwork in Indonesia will likely require a national consultant or research assistant speaking Bahasa.

52. The team leader will have the additional responsibility for overall design, implementation, reporting and timely delivering of all evaluation products. The team leader should also have a good understanding of food security issues, and familiarity with the key actors in Indonesia and with the relevant portfolio issues. He/she will have excellent reporting skills in English.

53. The evaluation team should combine between its various members the following competencies and expertise:

- Strong experience in strategic positioning related to food assistance to vulnerable populations affected by recurrent natural disasters, and related to capacity building in a MIC country.
- Deep understanding of the MIC environment in Indonesia (e.g. a geographically dispersed country still facing major food and nutrition security issues, while having social protection schemes).
- Expertise in Food security and Nutrition (especially in micronutrient interventions).

- Knowledge of WFP school feeding programme activities and policies - especially as they relate to capacity building and handover, and WFP rural livelihood activities.
- Knowledge of the UN and WFP work modalities, WFP types of programmes, and the WFP transition from food aid to food assistance.
- Ability to conduct a complex evaluation with a strong strategic dimension, and to design an appropriate methodology.

5.3. Roles and Responsibilities

54. This evaluation is managed by the WFP Office of Evaluation (OEV). Diane Prioux de Baudimont has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team (via contracting a consultant firm); managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field mission; conducting the first level quality assurance of the evaluation products and soliciting WFP stakeholders feedback on the evaluation report. The EM will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

55. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the portfolio's performance and results. The CO will facilitate the organisation of the two missions²³ in Indonesia; facilitate the evaluation team's contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork. The nomination of a WFP Country Office focal point will help communicating with the evaluation team. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

56. The contracted company will support the evaluation team in providing quality checks to the draft evaluation products being sent to OEV for its feedback. Particularly, the company will review the first draft evaluation report, prior sending it to OEV.

57. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Communication

58. WFP stakeholders at CO, RB and in Rome will be kept informed during the evaluation process and will be invited to provide feedback on two core draft evaluation products i.e. the TOR and the evaluation report. Their role will be to cross check factual information, highlight potential gaps in the analysis, and not to provide evaluation quality assurance or approval.

59. Evaluation preliminary findings will be shared with WFP stakeholders in CO, RB and HQ during a debriefing session, after the fieldwork. This early verbal

²³ The Inception Mission takes place after the evaluation team's briefing at HQ. The Team Leader and the Evaluation Manager (OEV) are coming to Jakarta. The evaluation mission/fieldwork takes place after completion of the Inception Report. The entire evaluation team is coming to Indonesia.

feedback, prior to the draft evaluation report, gives WFP the opportunity to clarify issues and ensures a transparent process.

60. All evaluation products will be written in English. It is expected that the evaluation, with the contracted company providing quality control, produce reports that is of very high standard and evidence-based. While the final evaluation report is the responsibility of the evaluation team, it will be approved by the OEV Director, on satisfactory meeting of OEV's quality standards.

61. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in February 2015. The final evaluation report will be posted on the public WFP website. The CO is encouraged to circulate the final evaluation report with external stakeholders in Indonesia.

5.5. Budget

62. The evaluation will be financed from the Office of Evaluation's budget at a *total* estimated cost of USD 230,000. The total budget covers all expenses related to consultant/company rates, international travels, and OEV staff travel. The evaluation team will be hired through an institutional contract with a consultant company.

Annexes

Annex 1: Map of Indonesia

Annex 2: Detailed timeline. Evaluation process steps

Annex 3: WFP Strategic Objectives 2008-2013 (WFP Strategic Plan)

Annex 4: WFP operations since 1964

Annex 5: Indonesia: additional core standard indicators

Annex 6: Library list (documents will be available on dropbox)

Annex 7: Main contributions to the portfolio

Annex 1: Map of Indonesia



Annex 2: Detailed timeline - Evaluation process steps

Detailed Projected Timeline (tentative)

12/11/2013	INDONESIA COUNTRY PORTFOLIO EVALUATION (CPE)	By whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OE/D clearance for circulation to WFP staff	EM	Aug/Sept 2013
	Review draft TOR based on WFP feedback + seek OE/D clearance	EM	Oct/Nov 2013
	Final TOR sent to WFP stakeholders	EM	Nov 2013
	Contracting evaluation team/firm (2014 OEV budget)	EM	Dec/Jan 2014
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading documents)	Team	Jan/Feb 2014
	HQ Team briefing (WFP Rome) – 3 days	EM & Team	21-23 Jan 2014
	Inception mission in Jakarta (some 4 days + travel)	EM + TL	17-21 Feb 2014
	Submit Draft Inception Report (IR) to OEV (after company's quality check)	TL	3 March 14
	OEV quality assurance and feedback	EM	12 March 14
	Submit revised inception report (IR)	TL	19 March 14
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	End March 14
Phase 3 - Evaluation Mission - Fieldwork in Indonesia			
	Field work (3 weeks) & Desk Review. Field visits in Indonesia, including internal/exit debrief with the CO presenting initial findings.	Team	Early April 2014
	Consolidation of preliminary findings/Aide Memoire (PPT) sent to OEV	TL	End April 2014
	Debriefing via teleconference with the CO, RB and HQ Rome staff. Preliminary findings and recommendations (PPT) presented by the TL	EM & TL	End April 2014
Phase 4 - Evaluation Report (ER) – high quality report from draft 0 onwards			
Draft 0	Submit draft Evaluation Report (ER) to OEV (after company's quality check)	TL	End May 14
	OEV quality feedback sent to the team	EM	June 14
Draft 1	Submit revised draft ER to OEV	TL	June/early July 14
	OEV reviews & seeks D/OEV's clearance prior to circulating the ER to WFP stakeholders. Clarification w/ team if needed. When cleared, OEV shares the ER with WFP stakeholders for their feedback (2 weeks).	EM	July/August 14
	OEV consolidates all WFP's comments (matrix) and share them w/ team	EM	Aug/Sept 14
Draft 2	Submit revised draft ER to OEV based on WFP's comments, and team's comments on the matrix.	TL	Early Sept
	OEV reviews ER & matrix (clarification w/ team if needed)	EM	Sept 14
	Seek Director's clearance for SER circulation to EMG for comment.	EM	Sept/Oct 14
	OEV reviews EMG comments on the SER/ + revisions with team	EM & TL	Oct 14
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	End Oct 2014
	Seek Final Approval by OEV Dir. Clarify last points/issues with the team if necessary	EM & TL	End Oct 2014
Phase 5 Executive Board (EB) and follow-up			
	Submit SER to EB Secretariat for editing & translation + SER recommendation to RMP for management response	EM	Nov 2014
	Tail end actions, including Ev. Brief, OE websites posting, EB Round Table, etc.	EM	Dec 2014- Jan 2015
	Presentation of Summary Evaluation Report to the EB	D/OEV	early Feb 2015
	Presentation of management response to the EB	D/ RMP	(EB.1/2015)

Note: TL = Team Leader. EM= Evaluation Manager. OEV= Office of Evaluation. ER = Evaluation Report. SER = Summary Evaluation Report. EB = WFP's Executive Board. RMP= Performance and Accountability Management. OEV Director or OEV Deputy Director

Annex 3: WFP Strategic Plan 2008-2013 and Objectives

STRATEGIC OBJECTIVE ONE: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES

Goals

1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels
2. To protect livelihoods and enhance self-reliance in emergencies and early recovery
3. To reach refugees, internally displaced persons (IDPs), and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks

Main Tools

- General and targeted food assistance and emergency nutrition interventions
- Emergency needs assessments
- Emergency logistics, special operations, and information and communications technology (ICT) capacity
- United Nations cluster leadership for logistics and emergency ICT

STRATEGIC OBJECTIVE TWO: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES

Goals

1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters
2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change

Main Tools

- Vulnerability analysis and mapping
- Early warning products and tools
- Disaster preparedness and mitigation programmes
- Programmes to help communities reinforce their essential food and nutrition security systems and infrastructures, as well as their adaptability to climate change – including voucher, cash and food-based safety nets

STRATEGIC OBJECTIVE THREE: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS

Goals

1. To support the return of refugees and IDPs through food and nutrition assistance
2. To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks
3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict

Main Tools

- Targeted programmes that facilitate the re-establishment of livelihoods
- Special operations to rebuild essential hunger-related infrastructure
- Food distribution programmes that facilitate re-establishment of food and nutrition security
- Voucher and cash-based programmes that facilitate food access

- Capacity strengthening for the re-establishment of community service infrastructure

STRATEGIC OBJECTIVE FOUR: REDUCE CHRONIC HUNGER AND UNDERNUTRITION

Goals

1. To help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger
2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools
3. To meet the food and nutrition needs of those affected by HIV/AIDS, tuberculosis and other pandemics

Main Tools

- Mother-and-child health and nutrition (MCHN) programmes
- School feeding programmes
- Programmes addressing and mitigating HIV/AIDS, tuberculosis and other pandemics
- Policy and programmatic advice

STRATEGIC OBJECTIVE FIVE: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE

Goals

1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities
2. To develop clear hand-over strategies to enhance nationally owned hunger solutions
3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger

Main Tools

- WFP's procurement activities
- Hand-over of WFP hunger tools
- Policy and programmatic advice
- Advocacy

Annex 4: WFP's operations in Indonesia since 1964

Project Number	Title	Approval Date	Food Budget (dollars)	Total WFP project budget (dollars)
197	Rehabilitation after Volcanic Eruption	12/06/1964	1,168,050	1,866,761
469	Lombok Rehabilitation Scheme	11/03/1969	877,598	1,135,410
590	Off Shore Exploration for Research	23/01/1970	25,923	32,799
617	Maternal and Child Health Centres	15/04/1970	13,244,989	16,205,560
648	Reaffor. And Water Shed in the Upper Solo River	08/11/1970	4,762,160	6,038,210
589	Irrigation land Development and Settlem. In Sumatra	22/10/1971	2,294,672	3,479,735
714	Hospital Feeding	25/04/1972	520,798	743,274
715	Rehab. And Develop. In Transmigration Areas in Sumatra	28/04/1972	3,654,399	5,294,069
648PX	Reforestation and Watershed Management	25/03/1975	2,955,846	3,812,702
2055	Transmigration and Settlem. For Agri. Development	03/10/1975	2,436,181	3,876,820
2260	Agric. Development through Transmigration	30/08/1976	3,200,500	4,195,000
2340	Volcanic Debris Control	04/11/1977	9,181,900	13,232,100
2343	Social economic Develop. In Java Forestry activities	31/10/1978	7,871,000	10,059,100
617PX	Maternal and Child Health Centres	24/05/1979	4,665,500	5,877,000
2482	Flood Control and Rehabilitation	22/06/1979	1,376,100	2,026,600
2260P1	Rural Development through Transmigration	31/10/1979	1,811,000	2,408,000
259700	Regional development through transmigration in Sulawesi Province	29/10/1981	20,501,133	26,313,170
2574	Development training and Income Generation activity for women	12/11/1981	984,600	1,339,400
262300	Regional development through transmigration in Riau Province	29/04/1982	13,939,843	16,796,345
262100	Watershed Rehabilitation in East Nusa Tenggara Province	07/10/1983	1,190,551	1,943,334
281200	Regional development through transmigration in Lampung	30/05/1986	32,558,071	38,222,543
262101	Watershed Rehabilitation in East Nusa Tenggara Province	14/12/1990	5,397,019	6,123,514
430500	Development of rainfed Agriculture in east Java	09/08/1991	1,484,700	1,765,468
680QX	Volcanic Debris Control	24/08/1970	1,008,364	1,358,537
2057QX	Rehabilitation Irrigation Canal	24/01/1973	804,162	1,155,856
2058QX	Rehabilitation Irrigation Canal in Demak	24/01/1973	734,650	895,092
2059QX	Rehabilitation Irrigation Canal in Java	24/01/1973	804,449	995,113
2060QX	Rehabilitation Irrigation Canals Wonogiri	24/01/1973	771,882	947,525
2061QX	Rehabilitation Irrigation Canals Jogjakarta	24/01/1973	844,848	1,106,299
2062QX	Rehabilitation Irrigation Canals Panogoro	24/01/1973	695,348	827,430
2063QX	Rehabilitation Irrigation Canals East Java	24/01/1973	676,399	831,541
2064QX	Rehabilitation Irrigation Canals Bojonegoro	24/01/1973	880,204	1,063,070
2065QX	Rehabilitation Irrigation Canals East Java	24/01/1973	742,042	947,485
2066QX	Rehabilitation Irrigation Canals South Sulawesi	24/01/1973	293,745	426,509

2392QX	Construction irrigation canal Kebumen	17/06/1977	994,977	1,413,572
376800	Rehabilitation Works drought Areas Central Java, West & East Tenggara	12/09/1989	1,470,000	1,984,500
806EM	Relief of Victims - Volcanic Eruption Bali	09/04/1963	666,215	951,649
846EM	Famine Relief, Island of Lombok	14/12/1967	154,577	210,114
866EM	Flood Victims East Java	15/05/1968	286,275	389,930
869EM	Resettlement of Refugees in Kalimantan	29/07/1968	712,542	1,010,041
862EM	Flood Victims	06/04/1970	302,522	363,425
981EM	Drought Victims	13/12/1972	794,560	1,036,444
1057EM	Refugees from East Timor	24/02/1976	156,727	182,419
1132EM	Vulcanic Eruptions and Drought	18/05/1978	439,635	583,624
1170EM	Food Assistance to flood, landside and drought victims	07/06/1979	2,342,200	2,892,500
1181EM	Food Aid to Vietnamese Refugees	13/07/1979	1,600,460	2,258,583
1284EM	Food Assistance to Indo-China Refugees	28/04/1982	407,550	639,550
1314RF	Assistance to Victims of the Galunggung Eruptions	03/12/1982	2,324,400	2,744,230
1348RF	Emergency Assistance to Refugees from Indo-China	25/08/1983	387,000	507,500
1397EM	Emergency Assistance to Refugees from Indo-China	09/07/1984	423,000	665,200
1425EM	Emerg. Assistance to Refugees from Indo- China	07/02/1985	273,600	315,000
1432RF	Emergency Assistance to Refugees from Indo-China	04/04/1985	328,000	398,000
143201	Emergency Assistance to Refugees from Indo-China	06/09/1985	189,869	243,390
143202	Emergency Assistance to Refugees from Indo-China	25/03/1986	85,050	85,052
316900	Food-Aid for Refugees from Indo-China	29/08/1986	271,460	320,489
416000	Food-Aid for Refugees from Indo-China	19/10/1989	1,474,123	1,521,696
416001	Food Assistance for Refugees of Indo- China	14/12/1990	2,209,401	2,404,223
416002	Food Assistance for Refugees of Indo- China	18/09/1992	1,750,006	1,903,417
6006.0	Assistance to Drought Victims	23/04/1998	86,940,709	148,218,540
6195.0	Food Assistance for the Urban Poor Affected by the Economic Crisis	09/02/2000	47,941,705	74,719,983
10069	Assistance to IDPs/Urban Poor	13/02/02	37,056,180	63,713,727
10069.1	Assistance to Recovery and Nutritional Rehabilitation	27/02/04	53,440,693	108,323,608
100692	Nutritional Rehabilitation in Indonesia	13/06/07	74,516,661	112,599,501
10402	Assistance to People Affected by the Earthquake and Tidal Waves	27/12/04	316,400	498,877
10405	Assistance to Tsunami Victims - Indian Ocean Region	04/01/05	100,783,823	200,760,745
10406	Logistics Augmentation in Support of WFP Indian Ocean Tsunami EMOP	03/01/05		22,413,794
10407	WFP Air Support of Humanitarian Relief Operations - Indian Ocean Tsunami	03/01/05		45,550,223
10408	Establish. of a UN Joint Logistics Centre	03/01/05		5,649,768
10498	WFP Shipping Services to support the Temporary Shelter Plan of Action	21/10/05		42,313,990
104981	WFP Logistics Support Unit	08/10/07		12,455,623
10526	Immediate Response Emergency Operation Earthquake in Central Java	29/05/06	351,710	499,756
200082	Logist, and Emergency Telecom. Clusters Support to the Humanit. Community's Response to West Sumatra Earthquakes	09/10/09		1,997,308
200218	Mentawai Tsunami, West Sumatra	05/11/10	116,325	495,567
200245	Country Programme	16/11/11	20,318,997	44,558,762
Total	74 Operations		586,185,978	1,093,135,691

Annex 5: Indonesia additional core standard indicators

	Indicator	Year	Indicator	Source
General	Population (total, millions)	2012	246.8	World Bank. WDI.
		2002	215	
	Average annual growth (%)	2000-2005	1	UNDP HDR 2013
		2010-2015	1.3	
	Urban Population (% of total)	2012	51.5	UNDP HDR 2013
		2000	42	
	Human Development Index	2012	0.629	UNDP HDR 2013
		2000	0.684	
		Rank	121	UNDP HDR 2002
	Gender- Inequality index	2012	0.494	UNDP HDR 2013
		Rank	106/ 186 Countries	
Economic	Gender related development index	2000	0.678	UNDP HDR 2002
		Rank	91	
	Income Gini Coefficient	2000-2010	34	UNDP HDR 2013
	GDP per capita (PPP US\$)	2012	3,557	World Bank. WDI.
		2002	910	
	GNI per capita (US\$)	2012	3,420	World Bank. WDI.
		2002	730	
	Annual GDP growth rate (annual %)	2012	6.2	World Bank. WDI.
		2002	4.5	
Poverty	Population living below \$1.25 a day (%)	2002-2012	18.1	UNDP HDR 2013
	Population living below national poverty line (%)	2002-2012	12.5	UNDP HDR 2013
Food Security	Income/food deficit status (LIFDC: Yes or No)		Yes	FAO Country Profile
	Global Hunger Index	2011	12.2	IFPRI. GHI 2010
		2001	14.3	
Nutrition	Prevalence of undernourishment (% of total population)	2009	13%	World Bank
	Weight-for-height (Wasting), prevalence for < 5 (%)	2007-11	Mod & Sev	UNICEF SOWC 13
			13	
	Height-for-age (Stunting), prevalence for < 5 (%)	2007-11	Mod & Sev	UNICEF SOWC 13
			36	
Health	Weight-for-age (Underweight), prevalence for < 5 (%)	2007-11	Mod & Sev	UNICEF SOWC 13
			Severe	
			18	5
	< 5 mortality rate	2011	32	UNICEF SOWC 13
		2000	53	
	Maternal Mortality ratio (per 100,000 live births)	2007-2011	230	UNICEF SOWC 13
	Life expectancy at birth	2012	69.8	UNDP HDR 2013
	Estimated HIV Prevalence	2011	98	UNAIDS
			rank	
	Public expenditures on health (% of GDP)	2009	2.4	UNDP HDR 2002
		1998	0.8	UNDP HDR 2011
Education	Literacy Rate Youth (15-24 y) (%)	2007-2011	M	UNICEF SOWC 13
			F	
			100	99
	Public expenditures on education (% of GDP)	2006-2009	2.5	UNDP HDR 2002
		1995	1.4	UNDP HDR 2011

Annex 6: Library list (documents will be available on dropbox)

File name	Author	Date	Pages
1 - Documents relative to the evaluation exercise			
WFP Evaluation Policy	WFP OEV		16
Code of Conduct for Evaluation in the UN System	UNEG		8
Evaluation Quality Assurance System			
Guidance for process and content - CPE	WFP OEV	2013	33
1.1 Inception Report			
Template + Quality Checklist	WFP OEV		
1.2 Evaluation Report			
Template + Quality Checklist	WFP OEV		
1.3 Technical Notes			
TN - Evaluation matrix	WFP OEV		
TN - Example Evaluation matrix for CPE	Linda G. Morra Imas and Ray C., The Road to Results	2009	1
TN - Logic model/Theory of Change	WFP OEV		2
TN - Evaluation criteria	WFP OEV		2
TN - Stakeholders Analysis	WFP OEV		1
TN - Team members work plan and proposed stakeholders meeting	WFP OEV		1
2 - Government Documents			
National Medium Term Development Plan (RPJMN) 2010-2014	GoV. Indonesia	Feb-10	11
The Jakarta Commitment - Aid for Development Effectiveness	GoV. Indonesia	2013	14
National Plan of Action - Indonesia's education for All 2003 - 2015	MoE Indonesia		268
National Long Term Development Plan (2005-2025)	GoV. Indonesia		
National Food and Nutrition Action Plan 2011 - 2015	GoV. Indonesia	2015	83
Indonesia Health Profile	MoH Indonesia	2011	305
Indonesia Forestry Long Term Development Plan 2006-2025	MoF Indonesia	Jun-05	58
Infrastructure Development Strategy	MoD	Jan-11	50
3 - WFP Indonesia			
3.1 Operations			
CP 200245 - Project Document, SPR 2012, Resource Situation	WFP		
PRRO 10069.2 - Project Document, Budget Revisions, SPR's 2008-12, Resource Situation	WFP		
IR-EMOP 200218 - Project Document, SPR 2011	WFP		
SO 10498.1 - Project Document, Budget Revisions, SPR's 2007-12, Resource Situation	WFP		
SO 200082 - Project Document, SPR 2009-08	WFP		
3.2 Assessment Reports			
Gender Rapid Assessment - Gender issues in Food Security and Nutrition in NTT Province	WFP	2012	46
Food Security and Vulnerability Atlas of Nusa Tenggara Barat	WFP	2010	222
Food Security and Vulnerability Atlas of Nusa Tenggara Timur	WFP	2010	280
Food Security and Vulnerability Atlas of Indonesia 2009	WFP	2012	212
Monthly Price and Food Security Update 2011	WFP	2011	3
Monthly price and Food Security Update 2012	WFP	2012	3
Nutrition Security and Food Security in 7 districts	WFP, FAO, UNICEF, GoV Indonesia	2010	120
3.3 Factsheets + Other docs.			
East Nusa Tenggara factsheet	WFP	Jan-13	6
Papua factsheet	WFP	Jan-13	4
West Nusa Tenggara factsheet	WFP	Jan-13	4

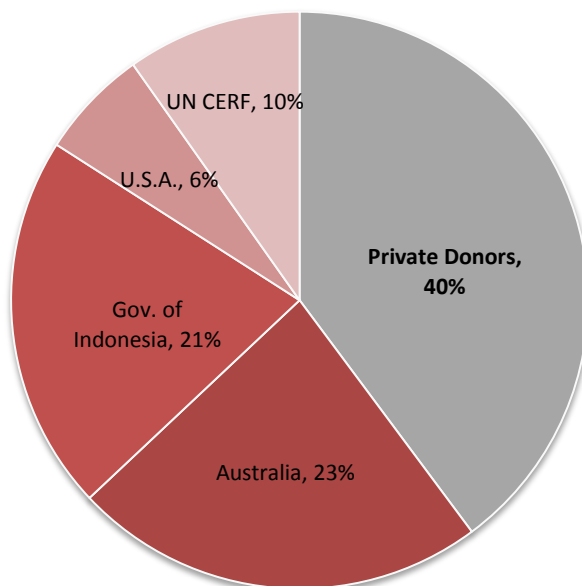
Indonesia Country Strategy 2011-2015	WFP	2010	22
School Meals, the Local Way	WFP		16
WFP Indonesia - 2012 in Review	WFP	2011	32
Hazard calendar - 360	WFP		1
3.4 - Evaluations			
Mid-term evaluation of PRRO 10069.1	WFP	2006	181
StEv on WFP's private sector partnership and fundraising strategy - Volume I & II	WFP	2012	165
4 - WFP Documents			
WFP ORIENTATION GUIDE : key facts about WFP and its operations	WFP	2013	79
4.1 Policies			
WFP Policy on Disaster risk reduction and management	WFP	Oct-11	20
Strategic Plan 2014-2017	WFP	May-13	37
Strategic Plan 2008-2013	WFP		36
WFP Nutrition Policy	WFP	Jan-12	23
Follow-up to WFP Nutrition Policy	WFP	May-12	7
HIV Policy	WFP	Oct-10	22
WFP Gender Policy	WFP	2009	15
WFP Gender Policy - brief	WFP	2009	2
Vouchers and cash transfers as food assistance instruments : opportunities and challenges	WFP	Sep-08	20
Voucher and Cash Transfers as Food Assistance Instruments	WFP	Sep-08	20
Update on implementation of policy on C&V transfers	WFP	Jun-11	12
Update on the implementation of WFP's SF policy	WFP	Apr-11	18
School Feeding Policy	WFP	2013	26
School feeding policy Investment case manual	WFP		23
Overview presentation SF policy Part I	WFP	2012	
Overview presentation SF policy Part II	WFP	2012	
Strategic Results Framework	WFP	2009	15
Strategic results framework, 2011 revised version	WFP	2011	11
Implementation of WFP's Strategic Results framework	WFP	Jan-10	19
WFP draft Strategic Results framework 2014-2017	WFP	May-13	13
Programme Design Framework	WFP	Nov-12	39
Program Category Review	WFP	Jun-10	17
Management Results Framework_2011	WFP		6
Consolidated framework of WFP policies	WFP	Oct-09	40
Capacity Development Policy	WFP	2009	16
Financial Framework Review (FFR) Bulletin	WFP	2013	3
4.2 Nutrition			
Nutrition Programme Guidance (key source for nutrition standards)	WFP		
a. PPT Technical workshop on nutrition	WFP	May-12	51
b. PPT Technical workshop on nutrition	WFP	May-12	82
The right food at the right time	WFP	Jun-11	2
Mother and child nutrition (MCHN) toolkit	WFP	2011	128
WFP Nutrition Improvement Approach	WFP	2010	23
Programming for Nutrition Interventions	WFP	2012	38

4.3 HIV			
Food Assistance Programming in the context of HIV	WFP	Sep-07	296
HIV in Humanitarian Settings	WFP	2013	3
Food Assistance in the Context of HIV: ration design guide	WFP	2008	62
Programming for HIV and TB		Jun-12	25
4.4 Cash and Voucher			
Final Standard Distribution Models	WFP	Oct-12	31
Cash and Voucher Manual	WFP	Dec-09	92
Cash and Vouchers Operations Directive	WFP	2011	3
4.5 School Feeding			
WFP State of School Feeding	WFP	2013	144
School feeding flier (with links)	WFP	2013	3
School feeding factsheet	WFP	2013	1
4.6 Food Security			
FSMS Indicators Compendium	WFP	May-10	71
FSMS technical guidance	WFP	May-10	86
4.7 Capacity Development			
Middle Income Countries - Good Practices in Capacity Development	WFP	2012	13
Capacity Development Kit	WFP	2012	36
Operational Guide to Strengthen Capacity of Nations to Reduce Hunger (2010)	WFP	Mar-10	132
4.8 Beneficiary Definition			
Guidance Note on Beneficiary Definition Counting	WFP	Jun-05	
4.9 Gender			
Update on the implementation of the WFP gender policy : corporate action plan (2010-2011)	WFP	2012	10
WFP Gender Policy Corporate Action Plan (2010 2011)	WFP	2009	22
4.10 Middle Income Countries (MIC)			
MIC Concept Note (Internal) - Pilot Criteria, Objectives, and Approach	WFP	2013	4
5 - Indonesia documents from external sources			
Achievement of MDGs in Indonesia 2011	UNDP	2012	142
Participatory Governance Assessment - Forest, land and REED	UNDP	2012	280
Indonesia Annual Report	UNDP	2012	48
UNDAF Indonesia 2011-2015	UNDP	2010	84
UNDAF Indonesia 2006-2010	UNDP	2005	
The Rise of the South - Human Progress in a Diverse World	UNDP	2013	11
Country Progress Report	UNAIDS	2012	182
Country Health Profile	WHO	2013	2
The state of food insecurity in the world 2012	FAO	2012	65
Food and nutrition indicators by gender - Indonesia case study	FAO	2012	25
Indonesia Annual report	UNICEF	2012	21
Building a Social Protection Floor in Indonesia	ILO	Nov-12	25
Annual Disaster Statistical Review	Centre for Research on the Epidemiology of Disasters	2011	52
CIA World Factbook Indonesia	CIA	2013	15
Country Partnership Strategy	World Bank	Dec-12	155
Indonesia Factsheet	ADB	Apr-13	4
Water, Supply and Sanitation Sector - Assessment Strategy	ADB	Dec-12	51
Country Partnership Strategy	ADB	May-12	14
Women's Empowerment Programme	Asian Foundation		2
Agriculture for Sustainable Development and Poverty Reduction	OECD	2010	32

Annex 7: Main contributions to the portfolio (2009-2013*)

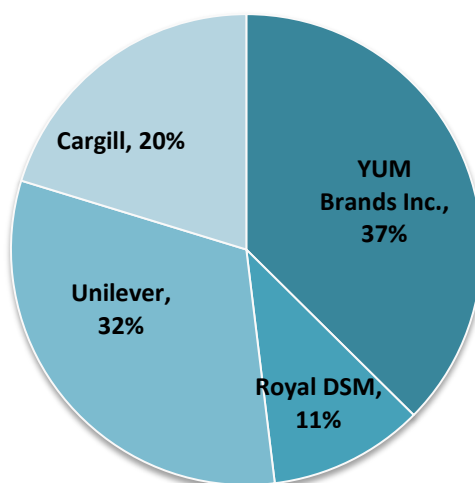
* Based on information available in October 2013. Note that grant 10019474 amounting to USD 2.8 million (over four years) from the Government of Indonesia to WFP Indonesia has been confirmed in WINGS with the supporting agreement signed by the donor, however funds have not yet been disbursed.

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Source: WFP Partnership & Governance Services Department.