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برنامج الأغذية العالمي

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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Indonesia (2017–2020)

Background

1. This document presents the management response to the recommendations in the summary evaluation report on the country strategic plan (CSP) for Indonesia (2017–2020).
2. In order to assess strategic and operational continuity, the evaluation covers WFP activities implemented between January 2016 and June 2019. Taking a utilization-focused consultative approach, it strengthens accountability and provides lessons learned to inform the preparation of the new Indonesia CSP.
3. The evaluation made seven key recommendations with several detailed sub-recommendations. Two recommendations are strategic; the remaining five are operational. They are mostly to be implemented by the country office with support from divisions or units at headquarters and the Regional Bureau for Asia and the Pacific.
4. The Indonesia country office is grateful to the evaluation team for its observations regarding the implementation of past operations, which are important for ensuring accountability. The country office particularly appreciates the focus on lessons learned and guidance that can inform the strategic shift from the 2017–2020 CSP portfolio to the proposed CSP for 2021–2025. The country office started to follow up on the evaluation findings while formulating the new CSP and intends to continue to implement the recommendations within the agreed deadlines, thereby ensuring that the evaluation findings inform WFP's strategic portfolio in Indonesia for the next five-year period. Implementation of the recommendations will involve close coordination with government counterparts and other stakeholders within the bounds of the available resources.
5. The matrix below indicates whether WFP agrees, partially agrees or disagrees with each recommendation and sub-recommendation. It presents the actions, responsibilities and timelines planned or implemented in response to the recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR INDONESIA (2017-2020)					
Recommendations and sub-recommendations (with completion dates in brackets)	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead (with supporting offices and divisions in brackets)	Action deadline
<p>Recommendation 1: Strategic direction: As part of CSP design, WFP should build on successes and consider the development of the following strategic directions: (September 2021)</p>	<p>Country office supported by headquarters (Programme – Humanitarian and Development Division; Analysis and Trends Service; Climate and Disaster Risk Reduction Programmes Unit; Technical Assistance and Country Capacity Strengthening Service; Emergency Operations Division and the Regional Bureau for Asia and the Pacific.</p>	<p>Agreed</p>			

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i) continue to emphasize vulnerability analysis and mapping (VAM) support through the Vulnerability Analysis Monitoring Platform for Impact of Regional Events (VAMPIRE) and Food Security and Vulnerability Atlas (FSVA) enhancements;		Agreed	i) The CSP for 2021–2025 continues to prioritize VAM activities in support of the Government through improvements to VAMPIRE and FSVA. Activity 1, which provides policy engagement, technical assistance and advocacy for the use of food security and nutrition evidence, is a standalone activity in the 2021–2025 CSP and supports the two other activities.	Country office	Implemented
ii) expand the scope of emergency preparedness and response (EPR) beyond logistics and supply chain to areas such as resilience in villages, disaster committees, social protection programming in emergencies and emergency assessments;		Agreed	ii) The Indonesia country office has expanded the scope of work of the new emergency preparedness and response activity (activity 2), which will support the Government in enhancing community-based disaster management through Disaster Resilient Villages and TAGANA (disaster volunteers). The new CSP also incorporates activities that support government efforts to strengthen adaptive social protection systems.	Country office	Implemented

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iii) prioritize a multisectoral objective that targets slow onset drought and climate change adaptation, which could include food security forecasting, internally displaced person (IDP) forecasting, social programming for IDPs and social programming in emergencies;		Agreed	iii) The country office has included multisectoral work on slow onset drought and climate change adaptation in the new CSP. This work includes the enhancement of impact-based forecast analysis, linking weather and climate hazard analysis; support for government social protection systems; and analysis of climate change impacts.	Country office	Implemented
iv) explore, in collaboration with the Government, possible and appropriate modes of direct engagement in the areas where WFP can exercise its technical comparative advantages to support the Government.		Agreed	iv) WFP will continue to work with the Government to strengthen its capacity to mitigate the impact of disasters and climate change on food security and nutrition. The 2021–2025 CSP focuses on policy engagement, the enhancement of partnerships and the provision of technical assistance. The strategy also acknowledges the role of WFP's direct engagement in areas where it has comparative technical advantages such as logistics and community-based disaster management.	Country office	September 2021

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Recommendation 2: Partnership/engagement: As part of the new CSP design, WFP should develop a systematic and in-depth analysis and review of its existing network of relationships with partner ministries and agencies, including: (September 2021)	Country office (Programme – Humanitarian and Development Division (Technical Assistance and Country Capacity Strengthening Service), regional bureau)	Agreed			
i) identification and mapping of interest groups and their positions, allies and representatives in targeted ministries and agencies;		Agreed	i) The country office will conduct an in-depth stakeholder mapping and analysis to identify and map interest groups in each of the ministries and agencies targeted by the new CSP.	Country office	September 2021
ii) an assessment of the quality of the technical, operational and strategic dimensions of relationships;		Agreed	ii) During the in-depth stakeholder mapping and analysis, the country office will assess the quality of the technical, operational and strategic dimensions of WFP's relationship with each of the ministries and agencies targeted by the new CSP.	Country office	September 2021
iii) a network analysis to identify points of intersection and collaboration;		Agreed	iii) Through the in-depth stakeholder mapping and analysis exercise, the country office will identify and analyse points of intersection and potential for collaboration.	Country office	September 2021

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iv) a gap analysis to identify new ministries, agencies and interests that are not yet part of WFP relationships but should be, and		Agreed	iv) Through the in-depth stakeholder mapping analysis exercise, the country office will analyse and identify new ministries, agencies and interests that WFP can pursue under the new CSP.	Country office	September 2021
v) in-depth analysis of policy gaps and reforms required by the Government to achieve SDG 2.		Agreed	v) The country office has initiated such analysis by commissioning a 2019–2020 update of the strategic review of food security and nutrition in Indonesia. It found that while there are many adequate policies in place their coordination and implementation remain a challenge. Several policy gaps also remain. Throughout the new CSP, WFP will regularly conduct in-depth analyses of policy gaps and identify potential reforms that could be enacted by the Government to achieve SDG 2.	Country office	September 2021

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Recommendation 3: Direct engagement: WFP should consider additional office and organizational modifications in human resources to maximize its potential for policy input engagement. To that end, among other things, it should: (March 2022)	Country office, (Programme – Humanitarian and Development Division (Technical Assistance and Country Capacity Strengthening Service), Human Resources Division, regional bureau)	Agreed			
i) conduct an in-depth analysis of country office internal capacity to identify current skills and aptitudes for necessary roles for the new CSP and establish a senior level policy input communication advisor role within the country office;		Agreed	i) The country office has been reviewing and adjusting its staffing structure since June 2020 with the objective of aligning the office structure and staffing levels to the new CSP. The senior level policy and communications advice function is expected to be covered by the senior level activity managers and the partnership officer who advise the country director and deputy country director on required policy dialogue.	Country office	March 2022

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ii) consider staffing profiles based on the existing corporate country capacity strengthening (CCS) terms of reference and ensure that the staff in those positions have the appropriate skills for policy inputs and astute policy communication;		Agreed	ii) The country office will refer to the corporate terms of reference on country capacity strengthening to ensure that staff working in this area have the skills required for developing policy inputs and communication.	Country office	March 2022
iii) conduct re-training for all staff on skills required for cultivating relationships in policy input;		Agreed	iii) In addition to identifying the skills required for cultivating relationships at the policy engagement level, the country office will ensure that investment is directed towards staff capacity enhancement, including through training for staff in country capacity strengthening positions.	Country office	March 2022
iv) recruit and retain an increasing number of policy communication and analysis experts;		Agreed	iv) The country office has included the phased creation of fixed-term positions in the new CSP budget, funding permitting. This will enable the country office to recruit and retain activity managers who can master policy analysis and communication.	Country office	March 2022

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v) develop peer-to-peer horizontal learning groups on CCS;		Agreed	v) To enhance country capacity strengthening knowledge and expertise within the region, the regional bureau will take the lead in establishing peer-to-peer learning groups on country capacity strengthening between country offices that focus on this area of work. The country office will participate in the learning groups with support from the regional bureau.	Regional bureau (country office)	March 2022
vi) establish partnerships with highly knowledgeable and well-respected academics to help WFP better position itself in advocating policy development or reform; and		Agreed	vi) In July 2020, the country office prepared its partnership action plan for the new CSP. It includes establishing partnerships with knowledgeable and well-respected academics and research institutions in order to support WFP to position itself for advocacy that is related to policy development and reform. This plan will be regularly updated as new opportunities arise.	Country office	March 2022

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vii) strengthen regional bureau capacity for CCS and policy input communication by identifying a resource person to support programming and analysis related to the national legislative landscape, policy and implementation or strategic communication at policy fora.		Agreed	vii) The regional bureau will continue its active involvement in all country capacity strengthening developments put forward by headquarters. As these activities are becoming increasingly important in the Asia-Pacific region, the regional bureau is in the process of recruiting a country capacity strengthening programme officer who will support programming and provide strategic direction for country capacity strengthening activities in the region.	Regional bureau	December 2021
Recommendation 4: Legal Agreements: WFP should consult with relevant Government entities regarding the operationalization of lessons learned from the CSP that will help it to engage better with Government, including: (September 2021)	Country office (Programme – Humanitarian and Development Division (Technical Assistance and Country Capacity Strengthening Service) and regional bureau	Partially agreed – see 4 ii)			

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i) exploring opportunities for signing technical agreements with the Government (ProDocs) at the level of the Ministry of National Development Planning, especially for multisectoral activities;		Agreed	i) The country office has started discussions with the Ministry of National Development Planning for a CSP umbrella agreement, while ProDocs would be signed with line ministries and agencies. This will ensure overall supervision and coordination by the Ministry of National Development Planning.	Country office	September 2021
ii) establish relationships and agreements with the Ministry of Home Affairs for all activities – including the inclusion of the ministry in ProDocs signed at the Ministry of National Development Planning to promote cascade effects from the national to subnational levels;		Partially agreed. The need for a formal agreement is dependent on a programme-specific need and linked to action 4 i)	ii) The country office has started to strengthen links with the Ministry of Home Affairs which is also listed as a partner in the new CSP.	Country office	September 2021

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iii) organize a Government collaboration process on identifying challenges to the synchronization of workplans, budgeting and resourcing systems and processes to allow for better integration.		Agreed	iii) The country office will review its collaboration structures with government stakeholders, seeking to enhance the synchronization of workplans, budgeting and resourcing systems and processes.	Country office	September 2021
Recommendation 5: Internal reporting and monitoring and evaluation processes: WFP should consider piloting adjustments to the reporting and monitoring and evaluation systems and tools to better capture progress towards the achievement of long-term strategic outcomes. Key steps include: (December 2023)	Country office (Regional bureau, Programme – Humanitarian and Development Division, (Technical Assistance and Country Capacity Strengthening Service), Corporate Planning and Performance Division)	Partially agreed – see 5 i) and 5 ii)			

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i) document review of existing templates;		Partially agreed. The country office uses corporate templates and therefore proposes that a review of the templates be conducted as part of the assessment of monitoring and evaluation systems, led by the regional bureau.	i) The country office agrees that an assessment of monitoring and evaluations systems should be conducted to review the templates used by country offices that have CSPs focused on country capacity strengthening.	Regional bureau (country office)	March 2022
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;		Partially agreed.	ii) The country office proposes that during the assessment, consultations and discussions be conducted with WFP personnel, government counterparts and donors to seek their views on the most informative indicators and reporting formats.	Regional bureau (country office)	March 2022

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iii) piloting of capacity-strengthening indicators recently developed by headquarters; and		Agreed	iii) Once the assessment and analysis exercise is completed, the country office – with assistance from the regional bureau – will pilot the new reporting mechanisms and tools, including capacity strengthening indicators developed by headquarters.	Country office (regional bureau)	March 2022
iv) allocating a review and adjustment exercise after one year of piloting – perhaps through a decentralized evaluation or within the framework of a mid-term CSP review process (during the third year of a five-year CSP).		Agreed	iv) An exercise to review and adjust the pilot will take place after the first year of piloting.	Country office	December 2023
Recommendation 6: Coordination and convening: Building on WFP comparative advantages, during the design of the next CSP the country office, with regional bureau support, should establish mechanisms or arrangements that reinforce WFP's potential convening and coordinating roles, taking advantage of existing global WFP	Country office (regional bureau)	Agreed			

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knowledge and experience to inform national capacity strengthening, including: (March 2022)					
i) increased participation in, and convocation of, working groups and clusters;		Agreed	i) Through the next CSP, the country office will seek to strengthen WFP's role in and approach to engaging in policy dialogue and policy shaping. This includes increasing country office participation in working groups and clusters focused on food security, nutrition, social protection, emergency preparedness and climate change as relevant to the next CSP. This will also include further participation in the logistics cluster, nutrition cluster and the food security and livelihood cluster, the Scaling Up Nutrition Network, the social protection working group and the gender working group. At the same time, WFP will continue to identify government-led working groups and national events that can serve as entry points for WFP to augment its policy engagement activities.	Country office	March 2022

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ii) creating horizontal peer-to-peer WFP working groups (recommendation 3 v) and contracting and maintaining high-level positions (recommendation 3 i);		Agreed	ii) The regional bureau will develop peer-to-peer horizontal learning groups on country capacity strengthening between country offices in the region. The country office will take part in such groups.	Regional bureau (country office) (recommendation 3 v)	March 2022
			In the implementation of the next CSP the country office will enhance the use of corporate and country level knowledge in its higher-level interactions with the Government and thus contribute to the national policy discourse.	Country office (recommendation 3 i)	March 2022
Recommendation 7: Resource mobilization: (September 2021)					
7 a) Given the importance of Government funding for future CSP work in the country, to inform the next CSP cycle WFP should identify guidance protocols for securing Government funding within a CSP	Country office (Programme – Humanitarian and Development Division (Technical Assistance and Country Capacity Strengthening Service), Public	Agreed	a) One of the country office's priorities for 2020 is to continue to work with the Government on the development of a mechanism that enables the Government to channel its contribution to the government counterpart cash contribution in order to cover WFP office operational costs as well as explore a mechanism for contributions to the	Country office	September 2021

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focused on CCS as part of a larger resource mobilization strategy that includes traditional and private sector funding.	Partnerships and Resourcing Division, Corporate Planning and Performance Division, regional bureau)		implementation of the CSP. This process will give the country office insight into the procedures for securing government funding for a CSP that focuses on strengthening country capacity; it will also inform the country office resource mobilization strategy, which includes traditional and private-sector funding.		
7 b) To support this approach and Government funding focus, WFP headquarters should develop a lessons learned exercise, including:	Strategic Partnerships Division, Public Partnerships and Resourcing Division (Programme – Humanitarian and Development Division/Technical Assistance and Country Capacity Strengthening Service; Corporate Planning and Performance Division)	Agreed			

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7 b) i) integrating a multi-country lessons learned review of WFP experiences with Government financing, including an in-depth analysis of policy structures, budgeting frameworks and timing mechanisms that may present barriers to implementation.	Strategic Partnerships Division	Agreed	b) i) In 2020, WFP received an increase in funds through government financing, including resources sourced from international financial institutions. WFP will develop a process for sharing lessons learned from government financing and draft guidance covering the lifecycle of these agreements.	Strategic Partnerships Division (Programme – Humanitarian and Development Division, Technical Assistance and Country Capacity Strengthening Service, Social Protection, Nutrition, Country Capacity Strengthening, Public Partnerships and Resourcing Division)	December 2022

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7 b) ii) convening peer exchanges for WFP staff from similar capacity strengthening country offices for horizontal learning;	Strategic Partnerships Division, Public Partnerships and Resourcing Division, (Programme – Humanitarian and Development Division/Technical Assistance and Country Capacity Strengthening Service)	Agreed	b) ii) The Strategic Partnerships and Public Partnerships and Resourcing divisions of the Partnerships and Advocacy Department, in consultation with the Programme – Humanitarian and Development Division, will seek to identify opportunities for peer exchanges between countries, taking into account global travel restrictions, country-level learning progress and operational requirements in the context of the pandemic.	Partnerships and Advocacy Department – Public Partnerships and Resourcing Division, Strategic Partnerships Division (Programme – Humanitarian and Development Division)	December 2022
7 b) iii) convening government stakeholder consultations with multiple countries, where possible, to assess challenges and opportunities for this type of WFP relationship.	Strategic Partnerships Division, Public Partnerships and Resourcing Division (Programme – Humanitarian and Development Division/Technical Assistance and Country Capacity Strengthening Service)	Agreed	b) iii) The Strategic Partnerships and Public Partnerships and Resourcing divisions of the Partnerships and Advocacy Department, in consultation with the Programme – Humanitarian and Development Division, will seek to identify the greatest needs and opportunities to hold multi-stakeholder consultations to share ideas and experiences related to this topic – taking into account global travel restrictions and country context.	Partnerships and Advocacy Department – Public Partnerships and Resourcing Division, Strategic Partnerships Division (Programme – Humanitarian and Development Division)	December 2022