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Summary report on the evaluation of the country strategic plans for Indonesia (2021–2025)

Executive summary

The evaluation of the Indonesia country strategic plan for 2021–2025 was conducted between January and December 2024 to serve the dual purpose of accountability and learning, and to inform the design of the next country strategic plan. It followed a theory-based, mixed-methods approach.

The evaluation found that the country strategic plan facilitated WFP's continued strategic positioning and it supported the Government's efforts to achieve the targets of the Sustainable Development Goals. The plan contributed to increased strategic engagement in an array of humanitarian and development sectors, particularly with regard to strengthening national systems for humanitarian response and food security. The plan's structure allowed operational flexibility and responsiveness to emerging opportunities and changed circumstances; plan activities were aligned with the priorities of government partners but did not address issues highlighted by the United Nations common country analysis carried out in 2019; in addition, the absence of a framework for assessing emerging opportunities prevented coherent and sustainable engagement.

Activities under the country strategic plan were strongly aligned with the priorities of relevant government partners and appropriately positioned to support country capacity strengthening pathways, especially the institutionalization and programme design pathways, with increasing attention being given to strategic planning and financing.

In line with WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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It is challenging for WFP to depict comprehensively the breadth of its engagement in an upper-middle-income country such as Indonesia, where its work is focused exclusively on strengthening national systems through technical assistance. The significant time and staff investment required for such country capacity strengthening, including the maintenance of institutional relationships, ongoing policy discussions, and continued engagement in larger networking exercises, is significantly underreported.

Under the country strategic plan, WFP has made progress in ensuring government integration of cross-cutting themes in WFP-supported programming, particularly with regard to nutrition-sensitive programming. However, under-resourcing impeded both performance and staffing, which in turn delayed the achievement of results under the plan.

WFP's efforts to optimize its contributions to Indonesia's development goals, ensuring that interventions achieve long-term, scalable and sustainable results, could be further strengthened by a documented strategic prioritization of workstreams based on analysis of the Government's priorities, and feasibility considerations, and aligning WFP processes with government timelines.

WFP's experience and comparative advantages make it well-positioned to expand its programming in specific sectors and to strengthen its attention to subnational capacity strengthening. At the corporate level, however, WFP has systematically underestimated the degree of effort, and the internal staff capacity required to operate effectively in a country such as Indonesia where government and institutional capacity are already quite high.

The five recommendations resulting from the evaluation encourage WFP to remain strategically focused on country capacity strengthening through the utilization of a country capacity strengthening framework adapted to conditions in Indonesia as an upper-middle-income country; to ensure that processes are in place for continuing to strengthen staff capacity and organizational culture consistent with a country capacity strengthening mandate; to develop a coherent partnership agenda that will enable it to manage the variety of partnerships required for country capacity strengthening; to ensure that country strategic plan activities are well aligned with government processes, which requires flexible responsiveness to the Government's needs and processes within a systematic framework of action; and to invest further in contextualizing existing corporate systems and result frameworks so as to make country capacity strengthening processes and contributions more visible.

Draft decision*

The Board takes note of the summary report on the evaluation of the country strategic plan for Indonesia (2021–2025) (WFP/EB.2/2025/6-C/6) and the management response (WFP/EB.2/2025/6-C/6/Add.1).

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Introduction

Evaluation features

1. The evaluation of the country strategic plan (CSP) for Indonesia for 2021–2025 was commissioned by WFP's Office of Evaluation. It serves both accountability and learning purposes and will inform the design of the next CSP for Indonesia.

2. The evaluation covered the activities implemented by WFP under the CSP and covered the period from November 2020 to October 2024. Data collection was conducted in Indonesia between September and October 2024 by an external independent team using a theory-based, mixed-methods approach.

3. The main intended users of the evaluation are the WFP country office in Indonesia, technical divisions at WFP headquarters in Rome, the WFP Executive Board, the Government of Indonesia, partner United Nations entities, and donors. Other potential users include civil society and non-governmental organizations in Indonesia.

4. Consideration of equality between men and women, disability inclusion, protection, accountability to affected people, nutrition, climate change and environmental issues was integrated into the evaluation. Ethical standards were applied to safeguard the dignity of the people involved and the confidentiality of the information shared.

Context

5. As a middle-income country since 2010 and a member of the Group of Twenty, Indonesia is among the world's ten largest economies by purchasing power parity.[1] Less than 5 percent of the population lives in extreme poverty, while 25.9 million people currently live below the poverty line.[2] Regional, age and urban–rural disparities in poverty reduction persist, with poverty rates ranging between 5 to 20 percent among provinces, and rural areas disproportionately represented. The percentage of young people not engaged in education, employment or training is 23.2, almost four times as high as overall unemployment, officially recorded at 5.9 percent in 2022. As poverty has fallen the Gini coefficient has decreased from 0.384 in 2018 to 0.379 in 2024.[3]

6. The Government of Indonesia is committed to the Sustainable Development Goals (SDGs) and has developed a framework of reforms aimed at achieving them. The most relevant of these for WFP's work include the six priorities for the achievement of SDG 2, on zero hunger, and – more generally – the cooperation frameworks for SDG 17, on partnerships for achieving the goals. Indonesia's 2021 Voluntary National Review[4] of progress towards achievement of the goals and an update on the associated indicators published in 2023[5] cited progress towards both SDG 2 and SDG 17.[6]

7. Within the period covered by the current CSP, 2021–2025, and since the evaluation of the previous CSP in mid-2019, more than 20,000 climate-related disasters were recorded,[7] the most notable being the Mamuju earthquake and Seroja cyclone in 2021, and the Cianjur earthquake in 2022, which resulted in heavy damage to infrastructure, and human

[1] World Economics. 2025. GDP rankings: 2025.

[2] United Nations. 2019. *Common country analysis – CCA*.

[3] BPS Statistics Indonesia. 2024. Indonesian expenditure inequality rate in March 2024.

[4] Ministry of National Development Planning. 2021. *Indonesia's Voluntary National Review (VNR) 2021*..

[5] Ministry of National Development Planning. 2023. *Laporan Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan 2023* (not available in English).

[6] Ibid.

[7] Source: national disaster management agency (not available in English).

displacement and death. Beyond disasters, it is believed that deforestation and climate change may also have a significant impact on crop production.

8. While food availability has improved, access to and utilization of food remain uneven. The 2024 Global Hunger Index ranked Indonesia 77th of 125 countries and categorized the level of hunger in the country as "moderate". The prevalence of stunting and wasting among children under 5 in Indonesia is among the highest in the Association of Southeast Asian Nations.[8] Rates of overweight and obesity are increasing, and rates of micronutrient deficiencies are assumed to be high in all age groups. A 2017 cost of diet study sponsored by WFP and Indonesia's Ministry of National Development Planning identified a lack of knowledge of nutritious food, poor dietary habits and the limited availability of affordable foods as key barriers to healthy eating.1

Country strategic plans

9. The CSP for Indonesia for 2021–2025 superseded the CSP for 2017–2020, providing continuity for WFP's capacity strengthening efforts in the country. The 2021–2025 CSP has three strategic outcomes focused on the root causes of food insecurity and resilience building, as shown in the table below.

TABLE 1. INDONESIA COUNTRY STRATEGIC PLAN FOR 2021–2025: FOCUS AREAS, STRATEGIC OUTCOMES AND ACTIVITIES

Focus area	Strategic outcome	Activity
Root causes	**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	**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
Resilience building	**2**: By 2025 the Government, other partners and communities have enhanced capacity to mitigate the impact of disasters and climate change on food security and nutrition	**2**: Enhance partnerships, policy engagement and technical assistance to Government, other partners and communities to reduce risks and the impact of disasters and climate change on food security and nutrition
Root causes	**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	**3:** Undertake policy engagement, technical assistance and advocacy for healthy diets as a means of preventing all forms of malnutrition

10. In implementing the CSP, the country office drew on recommendations and lessons learned from previous evaluations.[9] Several efforts were made to address recommendations related to maintaining the success achieved in certain thematic areas and developing improved legal agreements with the Ministry of National Development Planning and other units. These included making use of increased expertise in working with the Government – through either direct contracting or short-term positions.

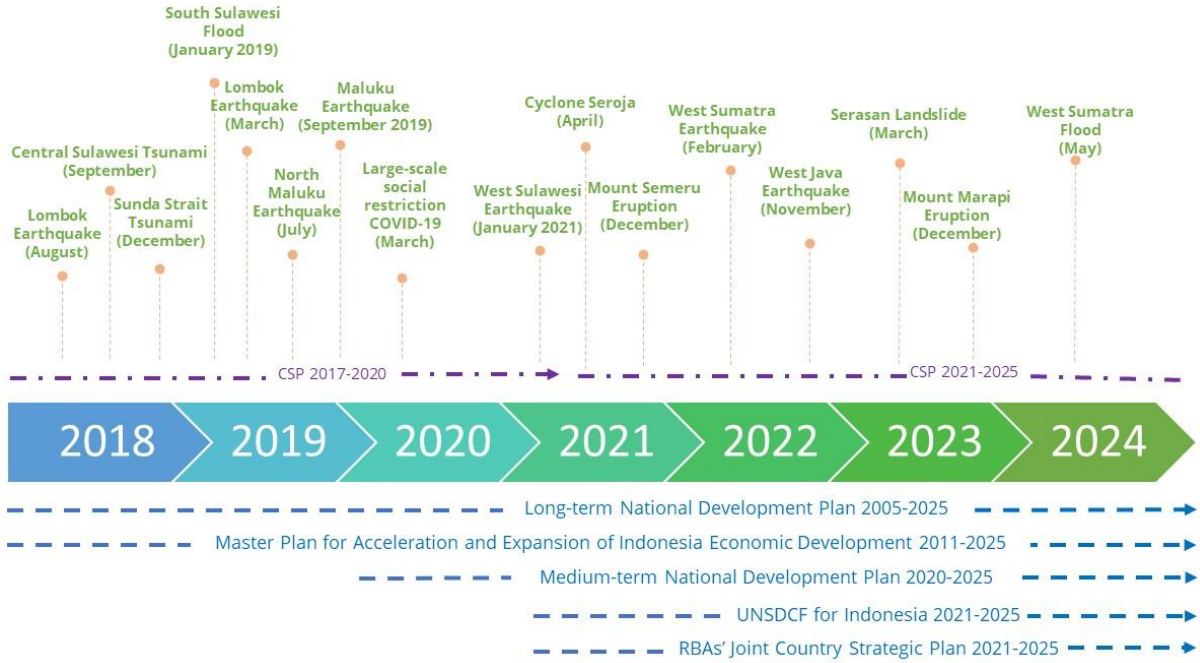
[8] "*Indonesia country strategic plan (2021–2025)*" (WFP/EB.2/2020/7-A/4).

[9] WFP. 2020. *Evaluation of Indonesia WFP Country Strategic Plan 2017–2020*.

11. WFP's programme of work in Indonesia evolved over time from a diverse collection of project-based initiatives into a more cohesive set of efforts geared towards country capacity strengthening (CCS) under the 2021–2025 CSP. While CCS work under the CSP has primarily focused on the national level, WFP has also conducted two types of sub-national intervention: a cross-sectoral approach in a single geographic area; and a sector-specific approach – comprising, for example, anticipatory action – covering a larger region.

12. Figure 1 summarizes the key events in the country during the CSP implementation period.

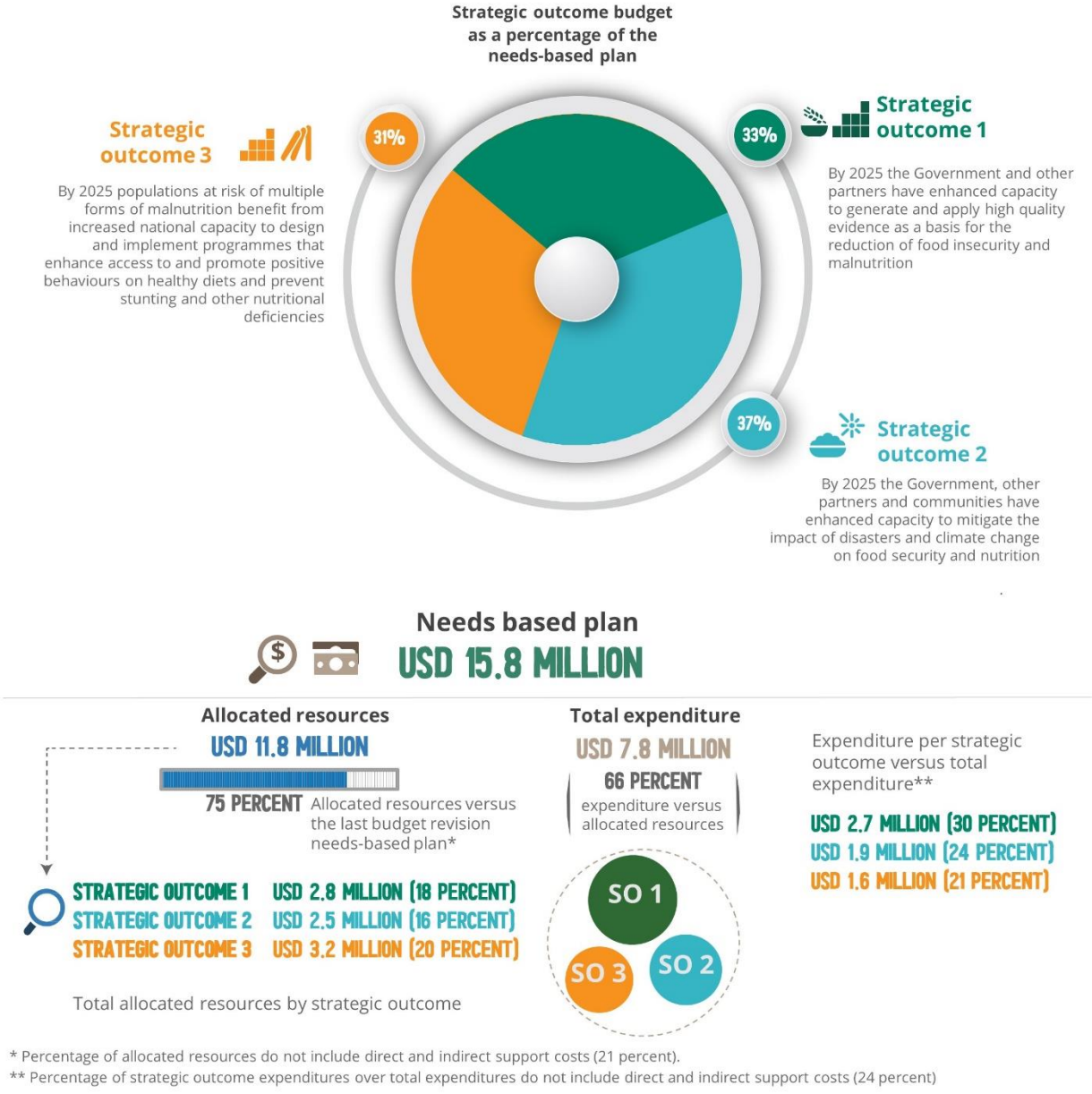
Figure 1: Country context and CSP overview 2018–2024



Abbreviations: RBAs = Rome-based agencies; UNSDCF = United Nations sustainable development cooperation framework.
Source: Evaluation team.

13. As of October 2024, the CSP was funded at approximately 75 percent. The needs-based plan budget amounted to USD 15,828,623, evenly distributed across the three strategic outcomes. Non-traditional donors, whose support included flexible funding, provided 28.4 percent of that amount, the Government of Indonesia 20.2 percent, and WFP's Emerging Donor Matching Fund 14 percent.

Figure 2 Indonesia country strategic plan (2021–2025) strategic outcomes, budget and expenditures



* Percentage of allocated resources do not include direct and indirect support costs (21 percent).
** Percentage of strategic outcome expenditures over total expenditures do not include direct and indirect support costs (24 percent)

Source: FACTory. Data extracted in October 2024.

Evaluation key insights and conclusions

Insight 1. CSP architecture

The CSP for 2021–2025 has facilitated WFP's continued strategic positioning in Indonesia and supported the Government in its efforts to achieve its SDG targets. The CSP has contributed to WFP's increased strategic engagement in an array of humanitarian and development sectors, particularly with regard to strengthening national systems for humanitarian response and food security. The CSP structure has allowed operational flexibility and responsiveness to emerging opportunities and changes in circumstances; however, while CSP activities are aligned with the priorities of government partners, they do not address some issues affecting women, older people, persons with disabilities, people living in remote areas, and children – groups identified in the common country analysis as those most at risk of being left behind. The absence of a framework for assessing emerging opportunities prevented coherent engagement.

14. The CSP design was guided by a 2020 update of Indonesia's zero hunger review, which highlighted key gaps in food affordability, efforts to address malnutrition, and social protection targeting. It is also explicitly aligned with the Government's mid-term development plan, the United Nations sustainable development cooperation framework and the findings of an evaluation of the country strategic plan for 2017–2020.

15. The CSP facilitated WFP's strategic positioning for CCS as part of the United Nations country team's overall approach to supporting the Government in its efforts to achieve its SDG targets. The CSP addressed recommendations from the common country analysis which identified shortfalls in human development, constraints on national capacity, the importance of addressing high stunting rates in the country, the need for food diversification, and the importance of improving the coverage of social protection for particularly at-risk groups. However, the conclusion of the common country analysis that women, older people, persons with disabilities, people living in remote areas, and children were the most at risk of being left behind was not specifically addressed in the CSP design. Inputs from Indonesia's Voluntary National Review of progress towards the SDGs were also taken into consideration in the design of the CSP.

16. The CSP design intentionally maximized flexibility in responding to the Government. While this enabled WFP to respond to strategic opportunities, it created challenges in determining whether emerging opportunities were strategic, or beyond the scope of the CSP. The nature of a capacity strengthening CSP presented unique challenges for cultivating and maintaining appropriate relationships with government counterparts during periods of institutional, pandemic-related and other disruption.

17. During CSP implementation WFP adapted its strategic positioning and activities to respond to changes in circumstances and national needs. Given the high capacity of the Government and national structures, WFP employed an approach to national-level CCS that focused on complementing existing government processes. This had implications for national level programming, which emphasized complementary technical assistance, gap analysis and the provision of strategic but complementary support on specific elements of national programming.

Insight 2. Country capacity strengthening

There is an absence of strategic documentation guiding the operationalization of the CCS pathways, even though there is considerable evidence that the Government was starting to benefit from these pathways.

18. The CSP is framed around WFP's corporate CCS strategy for Indonesia, which features five conceptual pathways of intended change: policies; institutional effectiveness; strategic planning and financing; programme design and delivery; and engagement of civil society organizations and the private sector.

19. CSP activities are strongly aligned with the priorities of relevant government partners and are appropriately positioned to support the CCS pathways, especially the institutionalization and programme design pathways, with increasing attention being given to strategic planning and financing.

20. However, the absence of a clear conceptual framework defining strategic priorities, the level of engagement, and pathways for decision-making detracted from WFP's efforts to ensure that its interventions were not only aligned with, but also strategically responsive to, the Government's priorities. This has limited WFP's ability to strategically prioritize and optimize its engagement in the country.

21. The CSP allowed WFP to adapt effectively to change, including changes in the Government's priorities, the establishment of new government agencies, changes in government frameworks, the impacts of the coronavirus disease 2019 (COVID-19) pandemic, and the alignment of nutrition priorities with new national initiatives.

22. WFP successfully adapted its subnational programming to reflect emerging needs and growing interest in capacity strengthening beyond the national level. Indonesia's decentralized governance structure, combined with WFP's experience of operating at the subnational level, presented an important opportunity to focus on subnational capacity strengthening.

Insight 3. Evidence generation and use

It is challenging for WFP to depict comprehensively the breadth of its engagement in Indonesia; the significant work required by staff to build relationships and long-term engagement is not currently captured in corporate reporting systems. There is an absence of a strategic framework to guide relationship-building efforts and to systematically capture and communicate CCS achievements.

23. WFP continues to face significant challenges in fully reporting on the results of its CCS efforts, especially in upper- and middle-income countries such as Indonesia, where building relationships and long-term engagement is key to success. These crucial aspects of a CCS strategy are not reflected in WFP's current corporate results framework owing to the lack of a strategic framework and monitoring mechanisms for tracking progress at the outcome level.

24. An evaluation of the CSP for Indonesia for 2017–2020 highlighted a need to develop internal measures for tracking CCS results, including a set of indicators to be piloted in the CSP for 2021–2025. However, this recommendation has not been addressed by the country office, in part owing to disruption and transitions during the design of the current CSP. The country office's limited capacity to monitor and identify the broader effects of its products and tools within government systems further complicates the consistent documentation of results. In line with the evaluation of the previous CSP, a 2023 mid-term review of the current CSP confirmed these ongoing challenges. In addition, the theory of change models developed during the CSP's design are focused on high-level objectives and lack mechanisms for tracing potentially cascading effects beyond immediate outputs. These shortcomings hinder WFP's ability to effectively capture and communicate its CCS achievements in Indonesia.

Insight 4. Human and financial resourcing

Under-resourcing affected both CSP performance and staffing, which delayed the achievement of CSP results.

25. Cost efficiency was greatest in activities such as training and workshops, and lowest in outputs related to tools and products. However, uneven expenditure rates under all activities imply systemic challenges in planning and resource utilization. Planned and actual annual expenses were significantly over or underestimated in any given year for any given activity, leading to a cumulative underutilization of available resources each year.

26. Factors contributing to these efficiency challenges, and inhibiting collaboration, were both internal, such as inflexible WFP processes, and external, such as slow responses from the Government and complex internal government procedures. Both government and WFP stakeholders acknowledged that misalignment between WFP and government processes exacerbated the challenges for the timely expenditure of funds. There is evidence that the country office made efforts to optimize resource use through an internal restructuring exercise, creating cross-sectoral technical cells and adapting the focus of programming in

response to emerging opportunities such as the Government's planned national school meal programme.

27. The CSP benefited from a relatively high resourcing rate, as measured against the needs-based plan, but struggled because the overall amount of resources was small, which limited the number of employees available for programming support. In addition, the CSP received little bilateral donor support, relying primarily on institutional funding streams that presented both opportunities and risks for long-term CSP engagement.

28. In terms of human resources, the CCS orientation of the CSP required a combination of technical expertise, knowledge of government processes, knowledge of WFP's CCS approach and framework, and skills relevant to the building of strong relationships with counterparts. The evaluation found that because of its sensitivity to relationships, CCS programming in Indonesia has been particularly susceptible to disruption, such as the COVID-19 pandemic and leadership vacancies and absences. Knowledge management and a lack of opportunities for WFP staff to develop their CCS skills impeded country office employees in their efforts to implement CCS to maximum effect with the Government and thus constituted significant bottlenecks for CSP implementation.

Insight 5. Cross-cutting issues

Even in the absence of corporate operational guidance, the CSP has resulted in progress in the Government's integration of cross-cutting themes into WFP-supported programming, particularly in the case of nutrition-sensitive programming.

29. Existing corporate guidance on cross-cutting themes and their treatment has focused almost exclusively on WFP's direct assistance, while there is relatively limited attention to guidance on the operationalization of corporate cross-cutting themes in the context of CCS-focused CSPs for middle-income countries. This has made the use of corporate guidance in Indonesia challenging.

30. Nonetheless, there has been progress – albeit uneven - in the inclusion of cross-cutting themes in government programming through WFP's technical assistance. The most progress was noted in nutrition integration owing to the strong emphasis on nutrition in rice fortification campaigns, school meal programmes, supply chains, and disaster resilience programmes.

31. There was more limited evidence of protection issues being taken into consideration in government programming, although the evaluation found that training on protection from sexual exploitation and abuse was being integrated into Government-led disaster response processes.

32. The evaluation found progress in ensuring that women's empowerment and community-wide participation were integrated into programme design and implementation, including by ensuring the adequate representation and participation of women in activities. While WFP promoted social protection programmes targeting women and ensured that nutrition education took into account the needs of women and men, girls and boys, there was limited progress in measuring the degree to which gender-sensitive approaches were integrated into the Government's uptake of programmes.

33. Environmental sustainability emerged as an increasingly important focus in WFP's work, particularly considering Indonesia's climate-related challenges. WFP's capacity strengthening efforts also included sustainable practices for food systems. In 2022, WFP strengthened its partnership with government bodies in building climate-adaptive policies for the food sector, encouraging resilience in the face of natural hazards and promoting sustainable food security, thus supporting Indonesia's goal of creating resilient food supply chains. By aligning

its support with the Government's environmental priorities, WFP responded to immediate needs but also contributed to long-term strategies for adapting to climate change.

34. Finally, protection and accountability to affected people were not prominently treated in the CSP; this is owing to the fact that WFP does not provide direct food assistance in Indonesia.

Insight 6. Performance and sustainability of results

The greatest progress has been made under the strategic outcomes related to data management and disaster risk reduction. There is potential for sustainability in six of the eight workstreams supported by WFP through technical assistance. Recent changes in the Government's priorities could strengthen school-based nutrition workstreams.

35. The factors that most influence the progress and sustainability of CSP results included the quality and strength of relationships at various levels of government; the clear definition of commitments, targets and key performance indicators in the medium-term national development plan; the design and articulation of activities in ways that minimize the workload of the Government; and the provision of targeted expertise that directly supports the Government's objectives.

36. **Strategic outcome 1**: Key achievements included improvements to the national food security and vulnerability atlas; strengthened data sharing across government systems; technical assistance resulting in the enhanced generation and utilization of data, including through small-area estimation; and enhanced climate and disaster risk management systems. Primary challenges involved resourcing and keeping pace with increasing demand for climate-related analysis.

37. **Strategic outcome 2**: Key achievements included strengthening the capacity of the national disaster management agency and developing anticipatory action and early warning models for subnational systems, including by institutionalizing subnational coordination mechanisms. Primary challenges included limited funding for resilience initiatives, complex multisector partnerships, and the scaling of regional pilots for nationwide engagement.

38. **Strategic outcome 3**: Nutrition efforts originally focused on supporting the Government's nutrition campaigns, promoting a "healthy school" model and curriculum, and advocating the use of fortified rice in social protection programmes. The primary challenge arose at the time of design, when the Government discontinued the national school meal programme which had been the focal point for orienting activities under outcome 3. This change forced WFP to adapt outcome 3 in line with other similar priorities of the Government. There is significant interest in supporting the Government's new initiative for the nationwide provision of meals in schools.

39. The evaluation found that the majority of activities under each strategic outcome were strategically integrated into government mechanisms, with good technical capacity and strong political will for sustainability. The greatest potential for sustainability was seen in the data and logistics areas. The new school meal programme presented a possible avenue for strengthening the sustainability of nutrition and supply chain programming. However, the evaluation found gaps in the development of transition strategies for WFP activities.

40. Overall, therefore, the evaluation concluded that WFP made important contributions to Indonesia's development objectives by aiming for long-term, scalable and sustainable results. Continued success will depend on the organization's ability to align its interventions with the Government's priorities, strengthen multi-level partnerships, and remain responsive to national planning cycles.

Insight 7. Comparative advantage and subnational engagement

WFP's experience and comparative advantages make it well-positioned to expand its programming at the subnational level and to strengthen its attention to subnational capacity strengthening.

41. The multisectoral CCS activities undertaken at the subnational level provided opportunities for long-term WFP engagement and continuity with a set of selected subnational actors in a particular region in Indonesia. The country office invested significant time and effort in overcoming challenges to the implementation of activities at the subnational level, with successful examples in rice fortification and logistics.

42. Anticipatory action activities helped to foster collaborative approaches among diverse stakeholders in the Government. Through initiatives such as a South–South and triangular cooperation field visit to the Philippines and a joint scoping exercise, WFP supported government partners in setting the way forward for the application of anticipatory action principles at the national level. The food security and vulnerability atlas was instrumental in the development of methodologies that extend down to the subnational level, with opportunities for further incorporation into provincial and national development planning.

43. Overall, the evaluation concludes that WFP has an important comparative advantage in providing subnational CCS in Indonesia, which can be used in its future support for the country.

Recommendations

44. The evaluation makes two strategic and three operational recommendations that are based on the key findings and conclusions.

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 1: Development of strategic direction. In line with the recommendations resulting from the evaluation of the previous CSP, when developing the next CSP, WFP should remain strategically focused on CCS through the utilization of a CCS framework adapted to the context of an upper-middle-income country. To achieve this, the country office should articulate its multi-year strategy and roadmap at the outcome and output levels in order to guide CSP implementation.	Strategic	Country office	Asia and the Pacific regional office and Rome headquarters units concerned with CSP design	High	June 2026
1.1 The design of the CSP for 2026–2030 should be centred on a **clear and focused line of sight** that is built on the principle of integration across the programme areas in which WFP has expertise and **comparative advantage** at the country office, regional and global levels, and that are aligned with the Government's priorities. Leveraging the achievements of the CSP for 2021–2025, the design should expand WFP's **engagement in subnational CCS** through the two models used in that CSP.					November 2025
1.2 At the output level, the CSP design should be guided by a well-documented capacity needs mapping and stakeholder analysis adapted to conditions at the national and subnational levels in an upper-middle-income country. At the outcome level, **the mapping and analysis** will inform planning priorities and resource requirements and identify the levels and points of entry at which to engage in order to achieve intended outputs and outcomes.					June 2026
1.3 Based on the successes outlined in the evaluation, the country office should develop criteria for determining when new opportunities are within or beyond the scope of the CSP framework, available resources and/or technical expertise in the country, regionally or globally.					July 2025

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 2: Human resource management. For the next CSP, building on the recently completed workforce review, and in line with the recommendations arising from the mid-term review and the evaluation of the previous CSP, WFP should ensure the availability of the expertise and capacity required to implement a CCS-focused CSP, including the necessary technical expertise, partnerships, government capacity, and internal expertise in CCS. WFP should ensure that processes are in place to enable it to continue to strengthen staff capacity and an organizational culture consistent with a **CCS mandate,** including through the development of a set of particular skills, processes and resources.	Operational	Country office	Regional office and headquarters in Rome – Partnership Coordination Service, Climate and Resilience Service, Human Resources Division, country office strategic engagement unit	Medium	December 2025
2.1 Establish partnership mechanisms with academic and civil society organizations that complement existing in-house expertise in **government processes** and regulatory mechanisms, with a particular emphasis on skills related to institutional effectiveness (pathway 2) and programme design, delivery and monitoring and evaluation (pathway 4).		Heads of strategic outcomes			
2.2 Identify and pursue opportunities to enhance the knowledge and skills of WFP's employees and partners in relation to institutional effectiveness (pathway 2) and programme design, delivery and monitoring and evaluation (pathway 4) through engagement with headquarters in Rome.		Heads of strategic outcomes			
2.3 Enhance the country office's capacity for **facilitation and relationship building** to enable it to better manage relationships with government counterparts. Relevant country office employees should also have the capacity to integrate knowledge of government regulatory processes with substantive technical expertise.		Country office human resources unit			
2.4 Expand the current **induction programme** to include more systematic treatment of CCS strategic frameworks and principles of practice.		Country office human resources unit			

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 3: Focused partnerships. Building on existing relationships, successes and experience, for the next CSP, WFP should develop a coherent partnership agenda that helps it to manage the diversity of partnerships required for CCS. This should include more focused prioritization and cultivation of existing relationships, and the mapping of the emerging landscape both within and external to the new Government.	Strategic	Country office	Regional office CCS advisor and partnerships officers Ministry of National Development Planning and other coordinating government entities	High	June 2025
3.1 WFP should conduct a **landscape and political analysis** of government actors to guide its partnership strategy, including the identification of primary counterparts and the **principles of practice** that can serve as a checklist to ensure a complete partner relationship with each government unit.					
3.2 As part of the partnership agenda, seek to **streamline** the processes for managing the array of partnerships required for deep CCS engagement. This may include the development of a national advisory board or other mechanism, and the identification of key allies among partners and mechanisms that maintain relationships within movements.					
Recommendation 4: CSP alignment with national systems. WFP should ensure that the implementation of activities under the next CSP is well aligned with government processes, which requires flexible responsiveness to government needs and processes within a systematic framework of action.	Operational	Country office	Ministry of National Development Planning and other coordinating government entities	High	June 2026
4.1 Review the **timing** of key government planning and budgeting processes to ensure alignment with WFP's annual workplans, and create opportunities for intensive collaboration with government partners on the development **of joint workplans.**					December 2025
4.2 Organize a process of collaboration with the Government on identifying challenges to the **synchronization** of workplans, budgets and resourcing systems in order to better integrate activities.					June 2026
4.3 Ensure that relevant partnership agreements, including joint workplans, are signed with government entities at the national and subnational levels, including the Ministry of Home Affairs and technical ministries such as the Ministry of Villages and Development of Disadvantaged Regions.					June 2026

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 5: Evidence base and knowledge management. For the next CSP, WFP should invest more in adapting existing corporate systems and results frameworks to make CCS processes and contributions more visible. This should include three additional aims: strengthen the conceptual links between CSP outcomes; track the cascading effects of CCS work under the CSP; and develop processes for informing and strengthening knowledge management so that relationships with government counterparts can be tracked.	Operational	Country office and monitoring and evaluation unit	Regional office and headquarters in Rome (research, assessment and monitoring and CCS staff), and headquarters Research and Knowledge Management Service	Medium	December 2025
5.1 Identify and utilize monitoring and reporting tools and mechanisms to more comprehensively and meaningfully reflect CCS results within the country context, drawing from the corporate results framework and best practices from other CCS-oriented country offices and other United Nations entities operating in Indonesia.					
5.2 Adopt a strategy for tracking the **cascading effects** of WFP's CCS interventions over time, and develop mechanisms for documenting the **cascade** of implementation from the national level to subnational levels.					
5.3 Using the principles of practice themes for CCS, strengthen **internal knowledge management** systems, including by tracking the quality of relationships with the Government over time, in order to facilitate knowledge management, learning and advocacy.					

Acronyms

CCS	country capacity strengthening
COVID-19	coronavirus disease 2019
CSP	country strategic plan
SDG	Sustainable Development Goal