



World Food Programme



Evaluation of Indonesia WFP Country Strategic Plan 2017-2020

SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

October 2020

Context

- Population over 263 million
- Middle-income country since 2010
- Frequent risk of natural disasters
- Increased inequality and geographical disparities
- High-levels of stunting / increased prevalence of obesity
- Strong national policy environment



WFP Country Strategic Plan in Indonesia

- Shift: direct food assistance to **country capacity strengthening** (CCS)
- Three Strategic Outcomes:



Reduced
severe food
insecurity

1



Improved
dietary
patterns

2



Upgraded
national
emergency
logistics
capacity

3

Data collection methods



- Field missions
- Document Reviews
- Key Informant Interviews
- Attention to confidentiality, gender and ethical considerations

Findings

Q1 To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs, as well as WFP's strengths?



Aligned with the relevant **national development plan, policies, United Nations Framework**



Addresses the **needs of vulnerable people**



Evolved adjusting to **emerging Government priorities**



Limited influence on **national discourse and policy development**



WFP's **coordination and convening ability** not explicitly reflected

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



VAM was relevant, strategic role expected



Support to the **national school meals programme** appreciated, but national level roll-out was limited



The cost of diet study: contribution to government policy in **social protection**

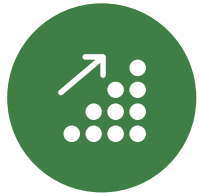


Emergency Preparedness and Response (EPR) activities have seen the greatest expansion and positive reception



Strategic outcomes: Potential of WFP contributions may vary by activity

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



Capacity strengthening: Contribution to individual and institutional domains and in the pathways of

- i) stakeholder programme design, delivery, and M&E
- ii) institutional effectiveness



Gender, protection and accountability to affected populations considered

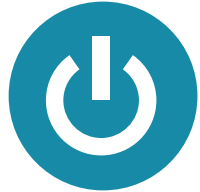


Potential for **sustainability**

Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



Challenge in data collection



Responsiveness well received



Challenge in **synchronizing the timing** of government and WFP plans

Q4 What are the factors that explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?

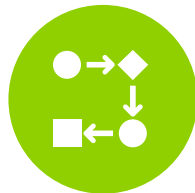


Faced **funding challenges**



Successful **private sector partnership**

Wide range of **relationships** with government



Expectation on **more strategic role**



Needs skills to engage in **policy discourse** and **strategic communication** for all staff

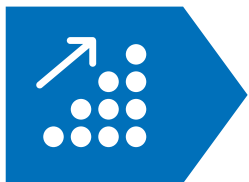
Conclusions



Achieved positive results



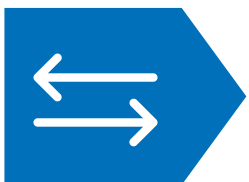
Technical expertise in emergency response, and food security and nutrition data collection and analysis



Implications of the CSP focused solely on capacity strengthening not fully identified at design stage



Needs adjustment: staff profiles and capacities, flexible funding, alignment with government systems and the arrangement of agreements



Next CSP: facilitate effective national policy discourse



Recommendations

- 1 Make a strategic shift in direction
- 2 Develop a systematic and in-depth analysis existing network and partnerships
- 3 Consider organizational modifications for policy input engagement
- 4 Operationalization of lessons learned from the CSP
- 5 Pilot adjustments to M&E and reporting systems
- 6 Reinforce WFP's potential convening and coordinating roles
- 7 Identify guidance protocols for securing government funding