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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Indonesia (2021–2025)

Background

This document presents the WFP management response to the recommendations in the summary report on the evaluation of WFP's country strategic plan (CSP) for Indonesia for 2021–2025. The evaluation covered the CSP activities implemented between November 2020 and October 2024. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made five recommendations, three of which are strategic and two operational. The management response sets out whether WFP agrees, partially agrees or disagrees with each recommendation and sub-recommendation, and presents the planned, or completed, actions, responsibilities and timelines for their implementation.

Focal point:

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: High</p> <p>Deadline: June 2026</p> <p>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.</p>	Country office [with support from the Asia and the Pacific regional office and the programme cycle function]	Agreed				
<p>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.</p> <p><i>Priority: High</i></p> <p><i>Deadline: November 2025</i></p>		Agreed	1. Develop a CSP for 2026–2030 that is based on the Government of Indonesia’s development priorities and plans for the period 2025 to 2029.	Country director	November 2025	Ongoing
			2. Ensure that the CSP for 2026–2030 promotes sub-national partnerships, building on evidence from WFP’s experience under the CSP for 2021–2025.	Country office programme unit	November 2025	Ongoing

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<p>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.</p> <p><i>Priority: High</i> <i>Deadline: June 2026</i></p>		Agreed	3. Map capacity needs to inform the implementation of the CSP for 2026–2030.	Country office strategic engagement unit	June 2026	Not started
			4. Develop a map of internal stakeholders that are strategically focused on the implementation of the CSP for 2026–2030.	Country office strategic engagement unit, and Deputy Country Director	June 2026	Not started
<p>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.</p> <p><i>Priority: High</i> <i>Deadline: July 2025</i></p>		Agreed	5. Develop a clear set of criteria against which to assess whether new opportunities are within the scope of the CSP framework, the available resources and WFP's technical expertise. The criteria will be integrated into the country office annual performance and planning document, thereby ensuring that new initiatives are strategically assessed and positioned within the overall direction of the CSP. This will guide decision-making on engagement with emerging opportunities, ensuring coherence with WFP's strategic objectives and operational capacity.	Country Director	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: Medium</p> <p>Deadline: December 2025</p> <p>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.</p>	<p>Country office</p> <p>[with support from the regional office, headquarters in Rome – Private Sector Partnerships and Fundraising Division, Public Private Partnerships and Resourcing Division, Climate and Resilience Service, Human Resources Division – and country office strategic engagement unit]</p>	<p>Agreed</p>				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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).</p> <p><i>Priority: Medium</i> <i>Deadline: December 2025</i></p>		Agreed	1. Develop a partnership strategy that includes academic and civil society organizations with relevant expertise.	Country office strategic engagement unit	June 2026	Not started
<p>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.</p> <p><i>Priority: Medium</i> <i>Deadline: December 2025</i></p>		Agreed	2. Conduct a capacity gap assessment and identify potential capacity-strengthening initiatives that are relevant to the CSP for 2026–2030.	Country office programme unit	June 2026	Not started
			3. Track the results and impacts of capacity-strengthening initiatives.	Country office analysis, planning and performance unit	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
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. <i>Priority: Medium</i> <i>Deadline: December 2025</i>		Agreed	4. Prioritize skills in partnership and relationship building in recruitment, capacity building and coaching activities, and in WFP's organizational structure.	Country Director	December 2025	Not started
			5. Plan and implement knowledge-sharing sessions aimed at strengthening the country office's internal knowledge and skills in partnership and relationship building. Sessions will be conducted quarterly and will feature presentations, peer learning and experience-sharing with relevant employees and partners. The country office will monitor participation and gather feedback to inform continuous improvement of the sessions and ensure practical application of the knowledge gained.	Country office analysis, planning and performance unit	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>2.4 Expand the current induction programme to include more systematic treatment of CCS strategic frameworks and principles of practice.</p> <p><i>Priority: Medium</i></p> <p><i>Deadline: December 2025</i></p>		Agreed	<p>6. Expand the onboarding package to include the key principles of the country capacity strengthening (CCS) framework and the country office's specific ways of working. In doing so, the country office will consult the regional office focal point in order to ensure alignment with the latest organizational guidance and evolving CCS approaches. These consultations will inform the contents and approach of WFP's onboarding materials and activities so that they reflect current best practices.</p>	Country office human resources unit	December 2025	Not started
<p>Priority: High</p> <p>Deadline: June 2025</p> <p>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.</p>	Country office [with support from partnerships officers from global headquarters]	Partially agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p><i>Priority: High</i> <i>Deadline: June 2025</i></p>		Agreed	1. Develop and implement a partnership strategy which will guide a landscape study of current events that are relevant to the country office's programming.	Country office strategic engagement unit	June 2026	Not started
<p>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.</p> <p><i>Priority: High</i> <i>Deadline: June 2025</i></p>		<p>Not agreed.</p> <p>The country office will use the available internal and external avenues – including those within the framework of the United Nations country team – to manage its current and future relationships with partners and to avoid redundancy and overlaps.</p> <p>The country office will increase the frequency and consistency of its communications and coordination with stakeholders by leveraging existing mechanisms.</p>	N/A	N/A	N/A	N/A

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: June 2026 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.	Country office	Partially agreed				
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 . <i>Priority: High</i> <i>Deadline: December 2025</i>		Agreed	1. Align the country office's internal planning tools – including those for analysis, planning and performance, the country office workplan, and joint workplans with the Government – with the emerging priorities of key government planning and budgeting processes. In addition, the country office will proactively create and utilize collaborative spaces – such as technical working groups, bilateral planning sessions and multi-stakeholder forums – with relevant government counterparts at the national and subnational levels. These platforms will be used to jointly develop and review workplans, ensuring coherence, mutual accountability, and strategic alignment with national priorities.	Country office analysis, planning and performance unit	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p><i>Priority: High</i> <i>Deadline: June 2026</i></p>		Agreed	2. Conduct coordination meetings with government counterparts twice a year.	Country office strategic engagement unit with programme unit	July 2026	Not started
<p>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.</p> <p><i>Priority: High</i> <i>Deadline: June 2026</i></p>		<p>Partially agreed.</p> <p>The country office fully supports the formalization of agreements with relevant government entities at the national and subnational levels. However, to maintain operational flexibility and respond effectively to evolving priorities, the country office will not specify the particular ministries or entities to be involved in the proposed action for implementing this recommendation. Instead, the prioritization of agreements will be guided by the country office's partnership strategy. This approach will ensure alignment</p>	3. Finalize the general agreement on implementation of the CSP for 2026–2030 with the Ministry of National Development Planning and other relevant ministries and agencies.	Country Director	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
		with WFP's strategic objectives and the context of operations while allowing the country office to adapt to changing operational requirements and emerging opportunities.				
Priority: Medium Deadline: December 2025 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.	Country office [with support from the regional office]	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p><i>Priority: Medium</i> <i>Deadline: December 2025</i></p>		Agreed	1. Conduct quarterly meetings to review programme performance, using existing corporate tools such as the country office tool for managing effectively, the corporate results framework and the country office's internal workplan.	Country office analysis, planning and performance unit	Starting in December 2025	Not started
<p>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.</p> <p><i>Priority: Medium</i> <i>Deadline: December 2025</i></p>		Agreed	2. Develop a country office strategy for improving the use of existing tools and platforms – such as the “Partnership Canvas”, the country office workplan, and the activity report – to track and document the multi-layered impacts of partnerships on different stakeholders. This will involve reviewing the current use of tools; identifying gaps in the capture of effects on stakeholders over time; and adapting or integrating tools to enable more systematic and meaningful documentation.	Country office analysis, planning and performance unit	March 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
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. <i>Priority: Medium</i> <i>Deadline: December 2025</i>		Agreed	3. Implement regular knowledge-sharing sessions on recommended topics to nurture cross-learning and improve future programming.	Country office analysis, planning and performance unit	June 2026	Not started
			4. Improve data management by establishing a repository for storing and managing the knowledge products produced by the country office.	Country office analysis, planning and performance unit	December 2025	Ongoing

Acronyms

CCS	country capacity strengthening
CSP	country strategic plan