

Country Programme Evaluation Series

[07/2021](#)

# Evaluation of FAO's contribution to the Republic of Indonesia 2016–2020

**Follow-up report**

| Evaluation of FAO's contribution to the Republic of Indonesia 2016–2020 – Follow-up report                                                                                                         |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           | 07/2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Evaluation recommendation                                                                                                                                                                          | Management response<br><b>Accepted,</b><br><b>Partially accepted or</b><br><b>Rejected</b> | Management plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                    |                                                                                            | Actions to be taken, and/or comments about partial acceptance or rejection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Description of actions actually taken, or reasons for actions not taken                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | MAR Score | Impact of, or changes resulted from taken actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Recommendation 1.</b><br/>FAO should expand, consolidate and diversify its partnerships in Indonesia, not just for project implementation, but also programme design and policy dialogue</p> | <b>Accepted</b>                                                                            | <p>FAO in Indonesia put its best effort to expand the partnership throughout project cycles using inclusive and transparent process both at internal and external level to ensure "Leaving No One Behind". This is also reflected in the CPF (2021-2025) formulation process which was prepared through series of consultations involving relevant ministries, UN agencies, development partners, NGOs, CSOs and private sectors. The Country office has developed the resources mobilization plan to engage with potential partners by aligning the programme with their strategic programme. We also organize the strategic and technical meetings with the Embassies to explore and to expand the partnership.</p> | <p>The involvement of all relevant stakeholders (ministries, UN agencies, development partners, NGOs, civil society organizations and the private sector) has been reflected in all project implementation from the initial stages and throughout the project cycle as per management advise. The challenge is only found at the beginning of the process where when we have a commitment to one government institution, it would be very difficult to involve other ministries/agencies even though it is related to their function. But once it has been implemented, the further process was much easier since we already accommodated from different aspects and ensure "Leaving No One Behind".</p> <p>There is no special human resource available to develop the resources mobilization plan to engage with potential partners by aligning with the strategic programme.</p> | Advancing | <p>The coordination and cooperation with the Government and other partners has become stronger. FAO Indonesia has always been the one of main sources to provide advice on issues related to food systems transformation in Indonesia. FAO is also in a position to provide technical inputs to Law No 22 2019 and several Ministerial Decrees, particularly in inland fisheries management. FAO meanwhile is working very closely with the Office of the Presidential Chief of Staff on young farmers regeneration. FAO has vastly widened its collaboration across several line ministries in the country.</p> |

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| <p><b>Recommendation 2.</b><br/>FAO should consider supporting the development of “in-house” capacities within partner ministries on risk management.</p> | <b>Partially accepted</b>                                                                  | Currently FAO Indonesia has no baseline information on the capacity mapping of related government partners on risk management which will be useful in determining the proper capacity building. Moreover, no human resources is available to support the activity at the country office level. Thus, this recommendation will need more time to be taken forward in view the resources constraint including human resources and budget. This can be done only if FAO Indonesia can secure more resources. | Mitigation on risk management has been discussed in the early phase of project implementation with the Government partners, but there is no specific measurement to increase the Government capacities on risk management. Furthermore, FAO Indonesia can make it as part of the project plan implementation.                                                                                        | None/poor |                                                                                                                                                                                                                                                                                            |
| <p><b>Recommendation 3.</b><br/>FAO should incorporate profitability, scalability and sustainability into all downstream value-chain pilot projects.</p>  | <b>Accepted</b>                                                                            | The issue on profitability, scalability and project sustainability is embedded as part of exit strategy within the project document particularly in the logical workframe and sustainability section. Several agri-food systems with inclusive and efficient value-chain approach in on-going projects are with action and results-oriented. The issues have become also the point of discussion since the early stage of the project formulation with government partners and related stakeholders.      | Issues of profitability, scalability and sustainability of the project have been discussed since the early stages of project implementation with government partners and relevant stakeholders. All stakeholders involved since the beginning of the project have been aware of this, but high rotation and rapid policy changes are still the main challenges for implementing this recommendation. | Advancing | Long-term planning for exit strategies is produced including the integration with existing Government policies or national agrifood transformation policies with inclusive value chain as main approach as well as movements / initiatives to ensure the sustainability of the programmes. |

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| <p><b>Recommendation 4.</b></p> <p>Policy harmonization and institutional coordination at national and local level should be a top priority. In the next CPF, FAO should dedicate an Outcome to supporting Indonesia in achieving its SDG targets, by way of a tactical shift from sector-focused food production to food systems development.</p> | <b>Accepted</b>                                                                            | All Priority Areas of CPF (2021-2025) are based on the National Medium-term Plan (RPJMN 2020-24) and its activities as well as FAO four better strategic programme with "leaving no one behind" as an integral part of United Nations Sustainable Development Cooperation Framework (UNSCDF). All CPF Priorities and Outputs will contribute to the respective SDG targets as well as other international commitments including National Determined Contribution (NDC), the CBD, ITPGFRA and others. The Integrated Landscape Management approach under the Food Systems and Land Use Restoration programme shows the link with agri-food systems development. | FAO Indonesia is always being involved during the development of National planning. Every project/programme formulation is always aligned with the national priorities and UNSDCF in close consultation with the Government counterparts and UN RC office.                | Excellent | The recommendation that was generated from FAO project/programme become the foundation to develop the National planning (RPJMN/RPJP).                           |
| <p><b>Recommendation 5.</b></p> <p>Following on from recommendations 2, 3 and 4, FAO should make a strategic investment in generating evidence and filling data gaps to better support and guide national policy, institutional and investment reforms</p>                                                                                         | <b>Accepted</b>                                                                            | The investment for generating evidence is embedded in each project portfolio including human resources and budget. The programme team and consultant working on the project have the task to gather baseline data and information and the status after project intervention as reference in formulating recommendations to be                                                                                                                                                                                                                                                                                                                                  | The recommendations from FAO project implementation including the ones generated from HQ or regional initiatives have been taken forward normally. Unfortunately, the Government requests that FAO Indonesia receives cannot always be supported due to lack of resources | Excellent | The recommendation that was generated from FAO project/programmes become the foundation to develop the National medium-term planning document (RPJMN/RPJP), for |

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|                                                                                                                                                                                                                                |                                                                                            | taken forward by governments, not only on technical aspects but also related to policy and regulation issues.                                                                                                                                                                                                                                                                                                                                                 | and available technical capacity. Many such requests come with a very short timeline.                                                                                                                                                        |           | instance agrifood systems transformation, food diversification, and empowering youth.                                                                   |
| <b>Recommendation 6.</b><br>FAO should consolidate a clear programme agenda at the field level with the lead technical ministries (Agriculture, Maritime Affairs and Fisheries, and the Ministry of Environment and Forestry). | <b>Accepted</b>                                                                            | The participatory approach is a key of the programme/project from the planning until the implementation phase. Government implementing partners are leading, participating and contributing in the work planning activities of each single project, and validating the project work plan to kick start the project. Government counterparts are participating actively in the project inception phase as well during the implementation stage at field level. | FAO Indonesia always applies the principle of collaboration in the formulation of projects/programmes and the initiatives or programmes to be implemented must be part of or in line with the agenda of the leading technical line ministry. | Good      | Several leading technical ministries already committed to continue the project/programme that are initiated by FAO Indonesia as part of their workplan. |

Office of Evaluation  
evaluation@fao.org  
www.fao.org/evaluation

**Food and Agriculture Organization of the United Nations**  
Rome, Italy