



**Virtual  
national  
workshop**

# **Evaluation of IFAD Country Strategy and Programme in the Republic of Indonesia 2013 - 2021**

18 March 2022

# Country Strategy and Programme Evaluation (CSPE)

Third independent country programme evaluation in Indonesia. This CSPE's findings, lessons and recommendations will feed into the new COSOP in 2022.

## Main objectives:

- To assess the results and performance of the IFAD-financed strategy and programme
- To generate findings and recommendations for the **future partnership between IFAD and the Government of Indonesia** for enhanced development effectiveness and rural transformation

## Scope: 2013 - 2021

- 2014 Interim strategy; 2016 COSOP
- IFAD lending & non-lending programme
- Projects included: READ, VDP, SOLID, CCDP, IPDMIP, READSI, YESS, UPLANDS, TEKAD. Plus GEF projects

Loan portfolio  
of US\$ 2.2  
billion  
(IFAD 21%)

# COVID-19 sensitive methodology

## Desk review

- Country strategy and project documents, COSOP results review, other secondary sources

## Field visits

- **National evaluation team visited 9 provinces** (West Papua, Maluku, East Nusa Tenggara, North Sulawesi, South Sulawesi, Central Sulawesi, Riau, East Java and West Java), **11 districts**, and **25 villages** and conducted additional telephone interviews with beneficiaries.

## Interviews

- **International and national evaluation team** interviewed: IFAD staff, Government officials/staff (national, district level and down), project staff and extension teams, financial institutions, private sector partners, development partners, etc.

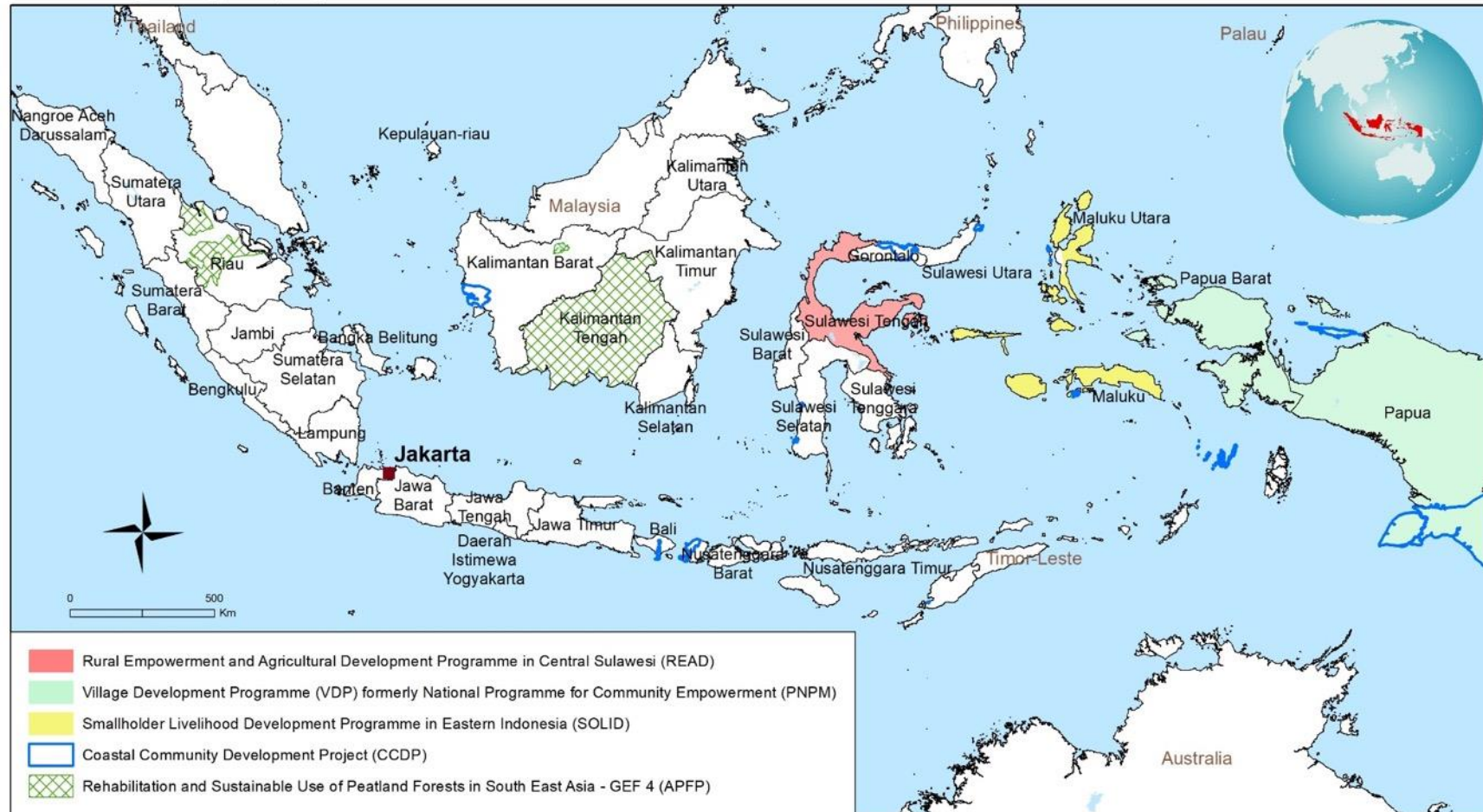
## Online surveys

- IFAD staff and consultants as well as Government and Project staff and consultants



# Map of IFAD-funded closed projects

Country strategy and programme evaluation

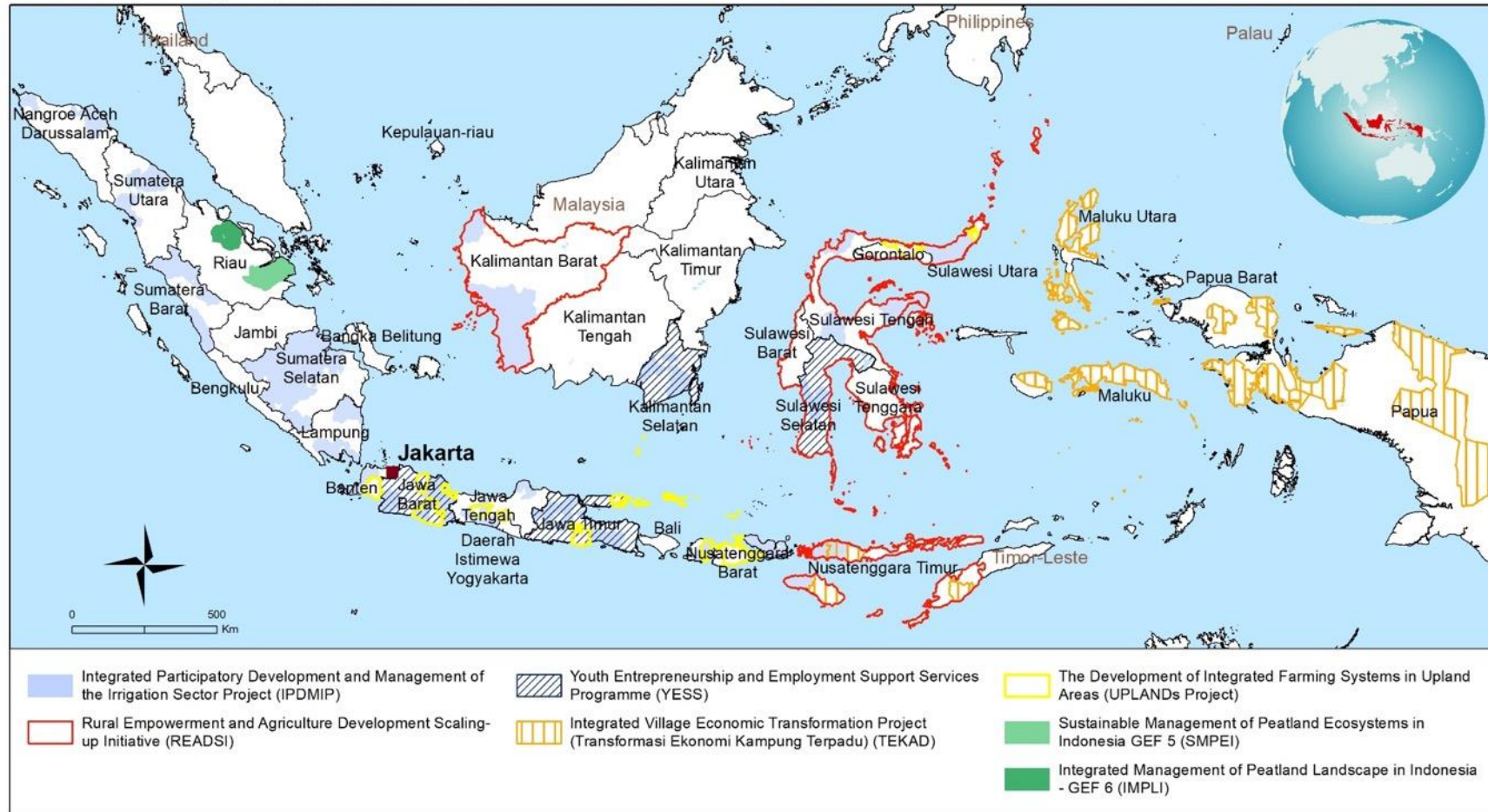


The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 29-03-2021

# Map of IFAD-funded ongoing projects

Country strategy and programme evaluation



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Map compiled by IFAD | 25-03-2021



# Evaluation findings





- IFAD country strategies and project portfolio **relevant to needs of beneficiaries and the Government**
- IFAD **embraces challenges** e.g. long term support for decentralisation, targeting youth, 'joined-up' government and politically sensitive issues such as peatland conservation
- Chronological coherence with successive project designs and approaches **building on past lessons learned**
- **Policy engagement** contributing to Village Law, participatory practice, 5-year plans, sustainable peatlands management
- **Valuable partnerships** built with co-financiers, Rome-based agencies, the private sector and research bodies



## Areas of strength (2/3)

- Carefully selected and well-trained Village Facilitators effective in **empowering rural communities** and mobilizing beneficiary participation in projects
- Farmer Field Schools shared technologies and increased knowledge and capacity of farmers leading to their adoption of **innovative techniques and improved yields**
- **Improvements to village governance**, especially participatory practice and Village Fund use, contributing to enabling environment for rural transformation
- Project portfolio features **a range of innovations** in the Indonesian context
- **Timely project completion** and satisfactory loan absorption rate of closed projects (96%)





- **Sustainability of benefits enhanced** through sequential follow-up projects, use of existing farmers' groups, adapting to local needs and building local ownership
- **Notable instances of scaling-up**, e.g. CDD approaches into Village Law and Village Fund; and, the integrated approach to marine conservation into a Government replication plan and World Bank support
- Strengthened policies and regulations in **sustainable peatland management**, the mapping and monitoring of peatland areas and the promotion of alternative livelihoods for farmers
- **Closer and trusted IFAD-Government relationship** built over time, strengthened by establishment of IFAD Country Office and valued supervision and support missions



# Areas for improvement (1/3)

- As a middle income country, Government's need for **technical expertise and policy advice** and support to increase **global presence** has had less attention from IFAD
- Ambitious project designs, increasingly diffuse geographic coverage, and IFAD cross-cutting themes risk dilution of **Government key priorities and diminishing focus on poverty targeting** '*leave no one behind*'
- IFAD previously filled important gaps but risks duplication/competition in business development setting; despite good intentions has limited awareness of and actual collaboration with other agriculture development partners.
- Country Strategy without a coherent long term vision (recognizing MIC needs) which would provide framework for collective contribution of projects; disconnect with overarching objectives (especially 'food') and limited integration of grants.





# Areas for improvement (2/3)

- Slow procurement and contracting process, use of part-time staff, and high personnel turnover adversely impacted project start-up and implementation
- Initially slow disbursement rates of ongoing projects, exacerbated by COVID-19 and implementing on-granting mechanism, but efforts made and succeeded in improving these rates by mid-term
- Limited credible evidence of rural impacts attributable to projects due to low quality of impact studies and weak outcome monitoring
- Effectiveness limited in improving farmer access to markets, integration into value chains and financial resilience



# Areas for improvement (3/3)

- Limited promotion of gender equality and women's empowerment; reduced to fulfilling participation quotas rather than addressing context-specific causes of inequality and empowering women
- IFAD resources insufficient given the size and geographic spread of the portfolio, contributing to weak M&E, KM and partner and policy engagement
- Quality of programme management, procurement, and M&E limited and stretched by the increasing complexity and scale of projects





- Farmers and farming households themselves report that they have benefitted from project activities
- Consistent support over decades has earned IFAD a respected position with the Government
- IFAD's support to systemic change (i.e., decentralization) came with trade-offs in terms of project implementation efficiency and gaps related to innovation and KM.
- Recently, country programme becoming less focused and coherent with wider geographic spread reducing opportunities for in-depth understanding of local contexts.
- IFAD's corporate 'one-size fits all' approach undermines fulfilment of the role expected by the Government as a middle-income country.



1

**Base new COSOP on long-term strategic vision that drives cohesive programming** that meets Government's evolving needs as a MIC.

2

**Develop project designs suited** to implementing agencies capacity, the needs of targeted districts, and project duration.

3

**Strengthen Project Management Units** to support a more integrated programmatic approach.

4

**Prioritise knowledge management through a strategy** that engages partners, promotes policy dialogue and stimulates technical capacity.

5

**Develop practical M&E system** that promotes innovation and enables effective management.





Thank you  
*Terima Kasih*