

IOE



Investing in rural people

Independent Office of Evaluation



Evaluation  
Committee

117<sup>th</sup> session

# Country Strategy and Programme Evaluation Republic of Indonesia

7 June 2022

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

## Scope: 2013 - 2021

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

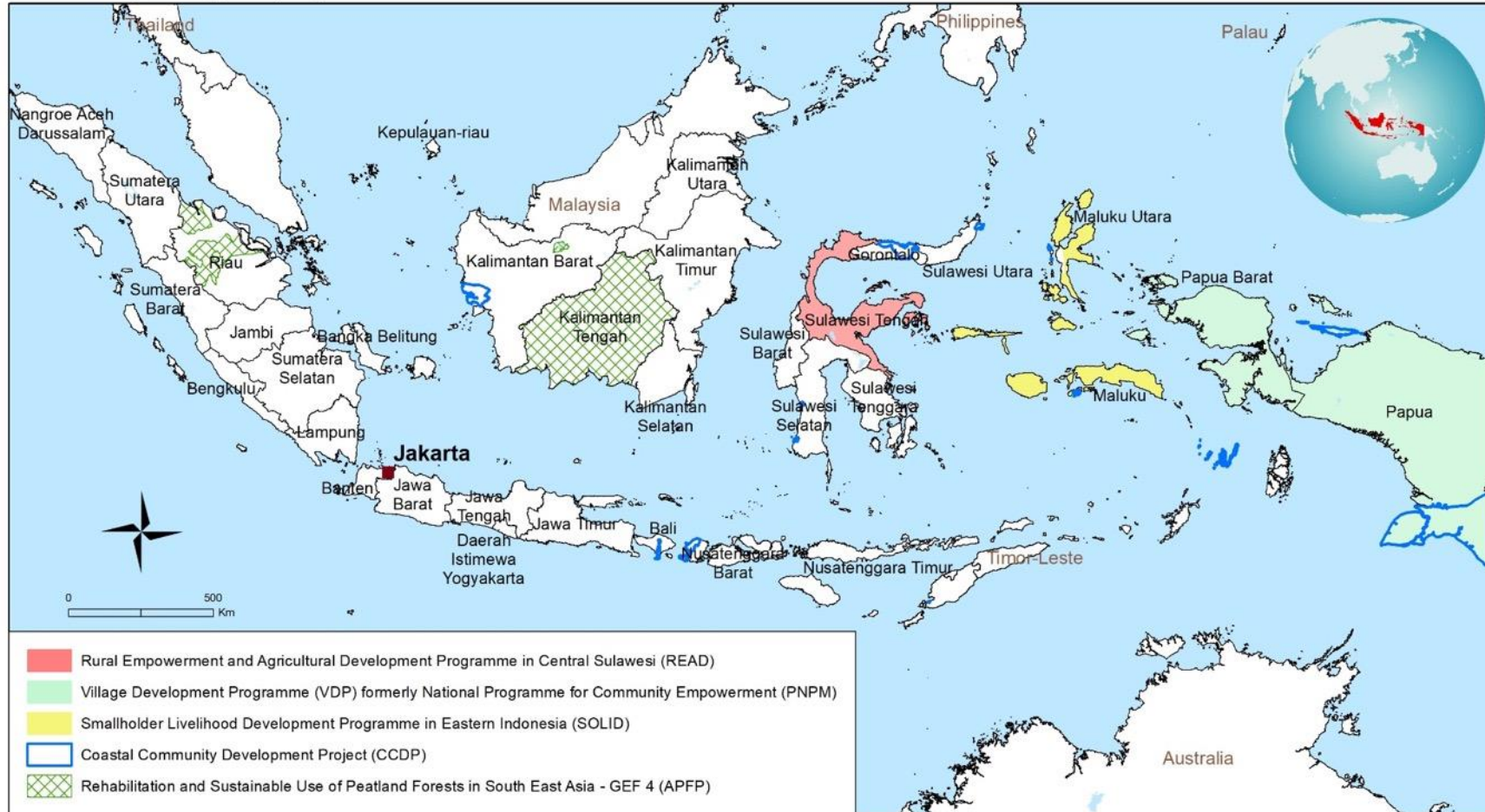
Loan portfolio  
of US\$ 2.2  
billion  
(IFAD 21%)

## COVID-19 sensitive methodology:

- Desk review of documentation
- Field visits + telephone interviews
- Stakeholder interviews
- Online surveys for IFAD and Government personnel

# Map of IFAD-funded closed projects

Country strategy and programme evaluation

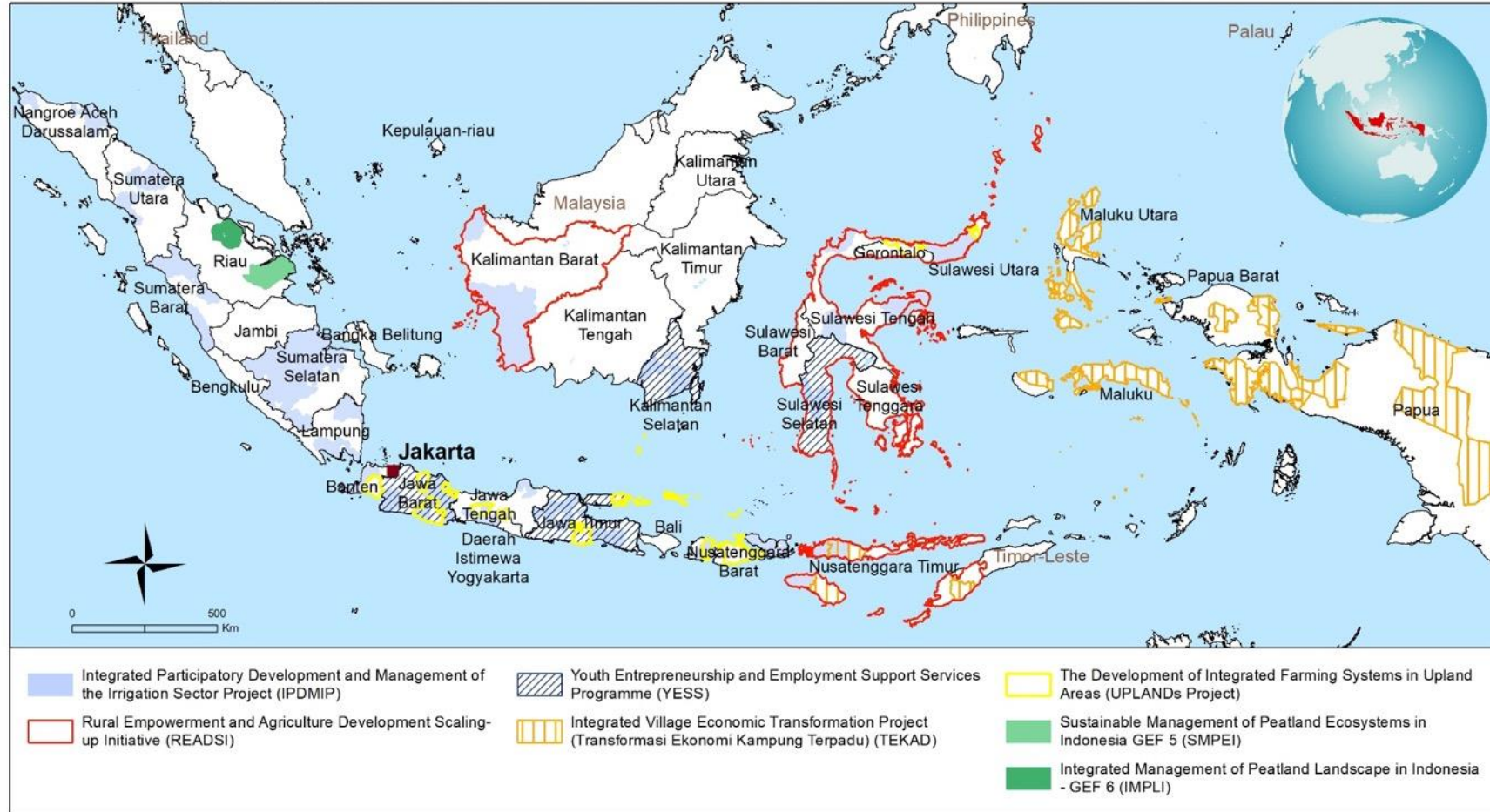


The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

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

- IFAD country strategies and project portfolio **relevant to beneficiary needs (access to seeds/markets/jobs) and Government policies and priority concerns**
- IFAD **embraces challenges** e.g. long term support for decentralisation, targeting youth, 'joined-up' government and politically sensitive issues such as peatland conservation
- **Valuable partnerships** built with co-financiers, Rome-based agencies, the private sector and research bodies



- Carefully selected and well-trained Village Facilitators effective in **empowering rural communities** and mobilizing beneficiary participation
- Farmer Field Schools shared technologies and increased knowledge and capacity of farmers leading to their adoption of **innovative techniques and improved yields**
- Project portfolio features **a range of innovations** (triangulation of data for peatland fire monitoring and warning system; performance incentive system for district PMUs)
- **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** (CDD approaches into Village Law and Village Fund; and, the integrated approach to marine conservation into a Government replication plan and World Bank support)
- GEF projects strengthened policies and regulations in **sustainable peatland management**, mapping and monitoring of peatland areas and the promotion of alternative livelihoods for farmers



- Less attention given to Government's need for **technical expertise and policy advice** and support to increase **global presence**
- Ambitious project designs, increasingly diffuse geographic coverage, and IFAD cross-cutting themes risk **diminishing focus on poverty targeting** to *'leave no one behind'*
- IFAD previously filled important gaps **but risks duplication in business development setting**
- **Internal and external coherence lacking** across the country programme, weakening the potential for achieving impact





- **Slow procurement and contracting process, use of part-time staff, and high personnel turnover** adversely affected 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
- **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



- **Limited promotion of gender equality and women's empowerment;** reduced to fulfilling participation quotas
- Given the complexity and increasing size of projects and geographic spread:-
  - IFAD resources insufficient resulting in **weak M&E, KM and partner** and policy engagement
  - **Quality of programme management, procurement, and M&E limited and stretched.**



- Farmers benefitted from increased knowledge, capacity and adoption of innovative techniques leading to self-reported increased yields
- Consistent support over decades has earned IFAD a respected position with the Government. IFAD has demonstrated that participatory village planning with concomitant control of financial resources can support participatory development.
- 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.

- 1** **Base new COSOP on long-term strategic vision that drives cohesive programming** with narrower geographic and thematic coverage and complementing the work of others
- 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; consider alternative programme management arrangements
- 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