

Republic of Indonesia

Country strategy and programme evaluation
Coverage: 2013-2021



Independent Office of Evaluation



Population: 270 million (2020)

GDP PPP per capita: US\$ 11,400 (2020)

Agricultural sector as proportion of GDP: 13.7% (2020)

Human Development Index: 0.718 (2019)

Population below national poverty line: 9% (2019)

Child stunting rate: 30.5% (2019)

Sources: World Bank; UNDP

IFAD operations

20

IFAD-funded projects *

* since 1980

US\$ 670 million

IFAD investment financing approved

US\$ 2,765 million

total portfolio cost

Areas covered by projects

Community-based/
driven development

Small-scale
production

Value chain development

Rural finance

Natural resources
management and climate
change adaptation

Evaluation coverage

Projects evaluated: 9

Total cost: US\$ 2,188 million

IFAD financing: US\$ 449 million

Country Strategic
Opportunities
Programmes
(COSOPs):

2014 (interim)

2016

Main evaluation findings

Areas of strength

- 1 The country strategies and project portfolio were well aligned with the Government's priorities and beneficiaries' needs, embracing relevant challenges, including long-term support for decentralization, targeting youth, peatlands protection and haze reduction.
- 2 Project-supported farmer field schools have increased farmers' knowledge and capacity and led to the adoption of innovative techniques and improved yields.
- 3 IFAD and GEF support have led to the strengthening and development of key policies and regulations in sustainable peatland management, the mapping and monitoring of peatland areas and the promotion of alternative livelihoods for farmers.
- 4 Notable examples of scaling-up include using community-driven development approaches to scale-up and inform the Village Law, and using the integrated approach to marine conservation to inform a Government replication plan and World Bank support to coastal development

Areas for improvement

- 1 Ambitious and increasingly complex project designs have not adequately taken into account the implementing agencies' capacities, leading to the need for re-design.
- 2 Insufficient time and resources have been given to developing knowledge management strategies and M&E systems that are key to documenting and sharing innovations and results, and enabling learning across projects and partners.
- 3 Project management issues such as slow procurement and contracting processes, use of part-time staff and high personnel turnover need to be resolved to improve project start-up and implementation.
- 4 The country programme has become less focused with more scattered geographic coverage, which has resulted in moving away from the poorest areas of the country and spreading limited IFAD resources too thinly.

Recommendations

1 Base the new COSOP on a long-term strategic vision that drives cohesive programming that meets the Government's evolving needs as a middle-income country.



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



3 Strengthen project management units to support a more integrated programmatic approach.



4 Prioritize knowledge management through a country programme wide strategy, which engages partners, promotes policy dialogue and stimulates regionally and internationally recognized technical capacity.



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

