

Japan International Cooperation Agency
National Coordination Team of South-South Cooperation

THE PREPARATORY STUDY FOR INSTITUTIONAL ARRANGEMENT OF SOUTH-SOUTH COOPERATION

INSTITUTIONAL FRAMEWORK

PREFACE

The Final Report of "The Preparatory Study for Institutional Arrangement of South-South Cooperation" is made based on cooperation between the Japan International Cooperation Agency (JICA) Indonesia Office and *Lembaga Management Fakultas Ekonomi Universitas Indonesia* (LM-UI), No. 120221-0048-A00, 21st of February 2012 and the Amandement of The Service Agreement, 31st of May 2012, also The Amandement of The Service Agreement 29th of June 2012.

Hopefully, this report will give benefit to Japan International Cooperation Agency (JICA) Indonesia Office. Thank you for the good cooperation.

Jakarta, 30st of July, 2012

Director,

Dr. TOTO PRANOTO

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GLOSSARY OF TERMS

ABC	the Brazilian Cooperation Agency
ADB	Asian Development Bank
APBN	Anggaran Pendapatan dan Belanja Negara (State Budget)
ASEAN	Association of Southeast Asian Nations
AusAID	Australian Agency for International Development
Bappenas	<i>Badan Perencanaan Pembangunan Nasional</i> (National Development Planning Agency)
BKPM	<i>Badan Koordinasi Penanaman Modal</i> (Investment Coordinating Board)
CIS	Commonwealth of Independent States
CAS	Country Assistance Strategies
DAC	Development Assistance Committee
DIO	Department of International Organization
DTEC	Department of Technical and Economic Cooperation
FAO	Food and Agricultural Organization
FEALAC	Forum for East Asia-Latin America Cooperation
GIZ	<i>Die Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GNB	<i>Gerakan Non-blok</i>
ILO	International Labour Organization
IMF	International Monetary Fund
JARCOM	JICA-ASEAN Regional Cooperation Meeting
JBIC	Japan Bank for International Cooperation
JICA	Japan International Cooperation Agency
KAA	<i>Konferensi Asia-Afrika</i> (Asia- Africa Conference)
KADIN	<i>Kamar Dagang dan Industri Indonesia</i> (Chamber of Commerce and Industry of Indonesia)

K/L	<i>Kementerian dan Lembaga (Ministry and Institute)</i>
KOICA	Korea International Cooperation Agency
KSST	<i>Kerjasama Selatan-Selatan dan Triangular (South-South and Triangular Cooperation)</i>
KTNB	<i>Kerjasama Teknik antar-Negara Berkembang (Technical Cooperation among Developing Countries)</i>
LDCs	Least Developed Countries
LoI	Letter of Intent
LNS	<i>Lembaga Non-Struktural (Non-Structural Institution)</i>
LSM	<i>Lembaga Swadaya Masyarakat (Non-Governmental Organizations)</i>
MDGs	Millenium Development Goals
MM	Minutes of Meeting
Monev	Monitoring and Evaluation
MTCP	Malaysian Technical Cooperation Program
MoU	Memorandum of Understanding
MRA	Mutual Recognition Arrangement
NAASP	New Asia-Africa Strategic Partnership
NEDA	Neighboring Countries Economic Development Cooperation Agency
NGO	Non-Governmental Organizations
NKRI	<i>Negara Kesatuan Republik Indonesia</i>
MEA	<i>Masyarakat Ekonomi ASEAN</i>
MIC	Middle Income Country
MP3EI	<i>Masterplan Percepatan dan Perluasan Pembangunan Ekonomi Indonesia</i>
OECD	Organisation for Economic Co-operation and Development
ODA	Official Development Assistance
OKI	<i>Organisasi Konferensi Islam</i>

PBB	<i>Perserikatan Bangsa-Bangsa (United Nations)</i>
PENS	<i>Politeknik Elektronika Negeri Surabaya</i>
PKKTLN	<i>Panitia Koordinasi Kerjasama Teknik Luar Negeri</i>
PUSPITEK	<i>Pusat Pengembangan Ilmu Pengetahuan dan Teknologi</i>
RKP	<i>Rencana Kerja Pemerintah (Government Work Plan)</i>
RPJM	<i>Rencana Pembangunan Jangka Menengah Nasional (National Medium Term Development Plan)</i>
RPJPN	<i>Rencana Pembangunan Jangka Panjang Nasional (National Long Term Development Plan)</i>
RPJP	<i>Rencana Pembangunan Jangka Panjang (Short Term Development Plan)</i>
Setneg	<i>Sekretariat Negara (Secretariat of State)</i>
SOP	Standard Operating Procedures
SSC	South-South Cooperation
SSTC	South-South and Triangular Cooperation
TCTP	Third Country Training Programme
TICA	Thailand International Development Cooperation Agency
TICP	Thai International Cooperation Programme
TIKA	Turkish International Cooperation and Development Agency
TOR	Terms of Reference
Tupoksi	<i>Tugas Pokok dan Fungsi (Main Tasks and Functions)</i>
UMKM	<i>Usaha Mikro Kecil dan Menengah (Micro, Small and Medium Enterprises)</i>
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	U.S. Agency for International Development

CHAPTER I INTRODUCTION

1.1. Background

South-South Cooperation (hereinafter referred to as SSC, except in quotations) has developed as an alternative development cooperation when a country reaches a position as a world economic power. Indonesia is currently in the group of middle-income country and took a position as an important partner in the global forum. Indonesia uses the SSC momentum for the exchange of knowledge and innovative experiences with partners from other countries.

To support SSC, the Government of Indonesia is in the formulation process of the final Grand Design 2011-2025 and Blue Print 2011-2014. It has been clearly stated in the document that Indonesia will play an important role in encouraging other developing countries, especially for countries in the South, so it can support and in line with the global advancement of national interests.

Indeed, some drawbacks must be solved. Targets and priorities have been decided based on the needs and conditions. Targets that need to be strengthened include the institutional framework, legal framework, programming, funding mechanisms, monitoring and evaluation, and information systems and promotion. One of the themes that need to be highlighted is the coordination framework.

Coordination mechanisms are implemented in scattered and previously performed separately by various government ministries. Coordination mechanisms began to start when a Ministerial Decree in 2010 was declared to form a Coordination Team of SSC-Indonesia. The Coordination Team of SSC-Indonesia consists of the Ministry of National Development Planning (*Bappenas*), Ministry of Foreign Affairs, Ministry of Finance, the State Secretariat and related line ministries. One of the Coordination Team strategic tasks is to complete the Grand Design and Blueprint for South-South and Triangular Cooperation. It is an important task as there is a need to institutionalize the policy and formulate strategies of existing mechanisms to meet the needs and current situation based on National Medium Term Development Plan (RPJMN) 2010-2014 and other related documents.

Therefore, the Government of Indonesia needs to prepare for the implementation of two strategic documents (Grand Design and Blueprint). The preparation includes preparing regulations, developing standard operating procedures, conducting a study on the establishment of independent institutions, and conducting a promotional program.

1.2. Purpose

To support and facilitate the Government of Indonesia in preparing and initiating the implementation of strengthening SSC-Indonesia.

1.3. Scope

The scope of work includes implementation arrangements and institutional framework.

1.4. Output

Study on establishment of an independent institution.

1.5. Methodology

In general, the approach used in this study is the stakeholder perspective and consulting process approach. This means that in every step of the process will involve stakeholders and partners (counterpart team) from the National Development Planning Agency and JICA. It is expected to form the same perception and understanding of this study.

This study is a qualitative type of study using primary and secondary data sources; it is a study to describe the state of the object according to what the way it is. The data analysis method provides interpretation of the data obtained based on the conceptual framework and the existing theory. The process of data retrieval is done through in-depth interview, secondary data collection (documents / materials / legislation) which are relevant to the study.

1.6. Resume of SSC-Indonesia

1.6.1. History of SSC-Indonesia

Act of 1945 mandates Indonesia to actively promote the world's stability. It is an underlying philosophy in the implementation of Indonesia's international relations and inter-state relations. Development of SCC is one of the efforts in carrying out this mandate.

SSC is a real step to realize the spirit of solidarity and to strengthen the collective action among developing countries that continue to transform. It also strengthens the important stages as follows:

- a) Asia-Africa Conference (KAA) in 1955 became the starting point with the third world political movements to make international cooperation;
- b) Declaration of Non-Aligned Movement (NAM) in 1961, with the support of about two-thirds of the members of the United Nations (UN) or about 55 percent of the world;
- c) Group-77 (G-77) which formed in United Nations Conference on Trade and Development (UNCTAD) session in Geneva in 1964;
- d) Buenos Aires Plan of Action (BAPA) which is agreed to be adopted in 1978 by 138 countries;
- e) Caracas Program of Action (CPA) in 1981 in Caracas, Venezuela;
- f) Group-15 (G-15) which was formed in 1989 and the Developing-8 (D-8) which was formed in 1997;
- g) The first South Summit in Havana, Cuba, in 2000, followed by the second South Summit in 2005 in Doha, Qatar, and the Marrakech Declaration on SSC and the 2003 UN Conference on SSC in Nairobi, Kenya, in 2009 ;
- h) UN Resolution. 58/220 on the establishment of the High Level Committee on SSC and the establishment date of December 19 as "United Nations Day for SSC";
- i) Bogota Statement: Towards Effective and Inclusive Development Partnerships, March 25, 2010;
- j) Busan Partnership for Effective Development Cooperation, which is the outcome document of the High Level Forum on Aid Effectiveness on December 1, 2011;

Various international forums and agreements above shows that the SCC has a long history as an attempt to articulate solidarity and common struggle constantly to achieve better conditions which are based on the values of solidarity, equality, and justice. Developments in various aspects led to a very fundamental change to the implementation of development in developing countries. Communities are more prone to the influence of global phenomena which can be coped more effectively through systematic, continuous, and joint efforts.

With the changes in the global constellation, SSC is expected to be a driving force for developing countries to increasingly involve in development cooperation. These changes, among others, are characterized by rapid economic growth in new emerging countries, like China, India, Brazil and Indonesia in recent years; On the other side, the economic growth of developed countries is slowing down. Moreover, in developed countries there are also an increase in the unemployment rate and aging population. This phenomenon resulted in increased interdependence among advanced economies and emerging economies.

These conditions encourage the SSC to transform and focus on global partnerships that can accommodate the interests and needs of developing countries which are increasingly complex. In this case, development cooperation is becoming the top priority of the driving factor for development achievement. In addition, the reinforcement should also continue to be made on technical, political, social, culture, science and technology cooperation. The process of transformation and reformulation of SSC is conducted in line with increasing position of some developing countries to be "middle income countries". This position allows developing countries like Brazil, Thailand, Malaysia and South Africa to emerge as a "new emerging donors".

In the architecture of international cooperation, implementation of the SCC cannot be separated from the spirit of the Paris Declaration on Aid Effectiveness in 2005. SSC through foreign aid is expected to be managed in a more efficient and equitable. Southern states can share the best practices in terms of management of foreign aid in each country. SSC can also facilitate and strengthen the triangular cooperation schemes on the basis of equality and mutual opportunity and benefit. In the framework of implementing the Paris Declaration, Indonesia and the Institute / development cooperation partner countries have signed the Jakarta Commitment in early 2009 that became one of SSC-Indonesia platform.

For Indonesia, the development of SSC is increasingly important with the growing status of Indonesia to middle income countries and one member of the G-20. G-20 membership allows Indonesia to voice the views of developing countries to world developments that may affect the stability and development in developing countries. This role will increase along with the prediction that the economic power of Indonesia will occupy a large twelve position in 2025, and seven of the year 2045.

SSC become a strategic vehicle to become a double play, as a donor and aid recipient. Gradually, it will become capital significant force for the awakening of more equitable international development cooperation architecture. The importance of partnership between developed countries with other actors in the implementation of development cooperation is the focus of *Development Assistance Committee (DAC) - Organisation for Economic Co-operation and Development (OECD)*. This is an opportunity for Indonesia to continue to develop triangular cooperation schemes in the framework of the implementation and realization of the dual role of a paradigm shift from *donorship* to *partnership* in stages as the spirit of Jakarta Commitment.

1.6.2. Vision and Mission SSC-Indonesia

Indonesia's SSC implementation vision is "**Better Partnership for Prosperity**".

Indonesia's SSC implementation missions are:

- a) Advance the role of Indonesia in accordance with the needs of SSC and national interests;
- b) Develop economic cooperation between the southern states by playing a central role as a new emerging economy, and combine them with the strengthening of technical cooperation, political, social and cultural, as well as science and technology;
- c) Strengthen development cooperation which is more innovative and to contribute directly to improve welfare;
- d) Enhance solidarity and independence with the southern states through partnerships with utilize the national potential of each country for collective interest, and
- e) Improve the implementation of Indonesia's diplomacy in the framework of bilateral relations and cooperation, regional, and wider multilateral in various fields.

1.6.3. Characteristics of SSC-Indonesia

Programs and activities to be implemented as part of SSC-Indonesia are having the following characteristics:

- a) Maintaining the positive value of Indonesia as a pioneer in implementing the SCC program and activities;
- b) Cooperation is directed to be done economically advantageous with respect to aspects of sustainable development in Indonesia and in the recipient country, including attention to environmental aspects, human rights, and gender.

1.6.4. The Main Duty and Function

In general, the definition of The Main Duty and its Function (Tupoksi) is the primary target or a job that is charged to the organization to achieve and do. It is an inter-related unity between the main duties and functions. Duty is the most basic tasks of an office or organization. Fundamental duty gives an idea of the scope or complexity of the job or organization

Function is a manifestation of organizational tasks that are executed in a specific area in order to achieve the goals of the organization / agency. While based on the science of public administration, function is a group of activities that belong to the same type based on the nature or its implementation. Thus, an organization conducts these functions in order to carry out a fundamental duty.

In Blueprint for SSC-Indonesia 2011-2014, compiled by the Coordination Team of SSC, explained that the strengthening of coordination between stakeholders SSC-Indonesia is conducted by considering their respective roles and with the existing SCC programs to avoid duplication of activities. At present, it can be mapped that the main duty and function and the role of each ministry and agency in the SSC are as follows:

Table 1.1. The Main Duty and Function of Ministry / Agency in the SSC-Indonesia

MINISTRY / AGENCY	THE MAIN DUTY, FUNCTION, AND ROLE IN SSC-INDONESIA
Ministry of National Development Planning / National Development Planning Agency (<i>Bappenas</i>)	<p>Institutional Public Function: Policy Formulation, Coordination, Planning and Financing</p> <p><i>Bappenas</i> has the function to coordinate national development planning, including setting performance targets and monitoring-evaluation development activities, including development cooperation through foreign loans and grants.</p> <p><i>Bappenas</i> is the Chairman of the Steering Team SSC Coordination Team and has the task to prepare a Master Plan and Blueprint for SSC-Indonesia and coordinate activities related to SSC-Indonesia.</p>
Secretariat of State	<p>Institutional General Function: Technical and Administrative Support on Implementation of South-South Technical Cooperation</p> <p>State Bureau of Technical Cooperation of the Secretariat of State has the task to coordinating the implementation and evaluation of technical cooperation between the Government of Indonesia with foreign parties and the administration of overseas trips.</p> <p>Parts of South-South Technical Cooperation has a duty to coordinate the preparation of project planning, assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation.</p> <p>South-South Technical Cooperation part has functions as follows:</p> <ol style="list-style-type: none"> a. Preparation of project planning coordination materials, assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation b. Preparation of project implementation coordination materials, the assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation; c. Preparation of evaluation materials, assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation, and d. The administration of official travel abroad at the expense of developing countries.

MINISTRY / AGENCY	THE MAIN DUTY, FUNCTION, AND ROLE IN SSC-INDONESIA
Ministry of Foreign Affairs	<p>Institutional General Function: Diplomacy and Information for South-South Technical Cooperation</p> <ul style="list-style-type: none"> - Preparation of the policies formulation and technical standardization in the field of technical cooperation. - Policies coordination and implementation and technical standardization in the field of technical cooperation. - The preparation of standards, norms, guidelines, criteria, and procedures in the field of technical cooperation. - Provision of technical guidance, information, evaluation, and reporting in the field of technical cooperation
Ministry of Finance	<p>Institutional General Function: Budget Policy</p> <p>Enter budgets line ministries associated with SSC in the state of financial documents.</p>
Ministries and Other Government Agencies (eg Ministry of Agriculture, Ministry of Commerce, Ministry, BKKBN, etc.)	Implementation of SSC in accordance with main duty and function of respective ministries and agencies.
Private Sector	Implementing activities including export trade, services, and international investments by the Southern States
CSOs / NGOs	Implementing technical cooperation activities with the Southern States

CHAPTER II INSTITUTIONAL FRAMEWORK

The development of SSC is increasingly important with the growing status of Indonesia to become a middle-income country and a member of the G-20. Membership in the G-20 allows Indonesia to voice the views of developing countries towards world developments that may affect the stability and development in developing countries. This role will increase along with the prediction that the economic power of Indonesia will occupy the big twelve position in 2025, and seven of the year 2045.

SSC become a strategic vehicle for a country to have a double role, as a donor and as an aid recipient. Gradually, SSC will become an underlying force for the development of equitable international development cooperation architecture. The importance of partnership between developed with other actors in the implementation of development cooperation has become the attention of the Development Assistance Committee (DAC) - Organisation for Economic Co-operation and Development (OECD). This is an opportunity for Indonesia to continue to develop triangular cooperation schemes in the framework of the implementation and realization of the dual role of a paradigm shift from donorship to partnership in stages as the spirit of Jakarta Commitment.

The emergence of powerful *new emerging economies* such as India, China, and Korea that also have a focus of development in other southern states have encouraged Indonesia to initiate cooperative relationships within the SSC. It seems that the establishment of institutions that specifically handle SSC have significantly contributed to strengthen the position of these countries in the SCC.

Strategies and policies of SSC-Indonesia tends to be ad hoc and fragmented in budgeting, planning, coordination, monitoring and evaluation and have not been aligned with *RPJPN* and *RPJMN*. The absence of institutional framework that specifically handle SSC and specific legislation and government regulation for the implementation of SSC-Indonesia have resulted to fragmented SSC mechanism and procedures.

With various parties involved in SSC, the implementation of the SSC-Indonesia need to be integrated, either in terms of planning, implementing, or in monitoring and evaluation. Based on the above conditions, institutional strengthening and capacity building which includes the coordination, preparation and institutional coordination regulations, and procedures and implementation mechanisms SSC are needed.

Therefore, it is necessary to conduct a study to determine what kind of institutional framework that can be developed which is fit with the characteristics of Indonesia assess the existing condition of SSC Coordination Team that has been formed and to benchmark to similar institutions in other countries that handle SSC. Furthermore, interviews with relevant stakeholders will be necessary so that the conclusion on how the design team as well as coordinating agencies that handle SSC can be obtained.

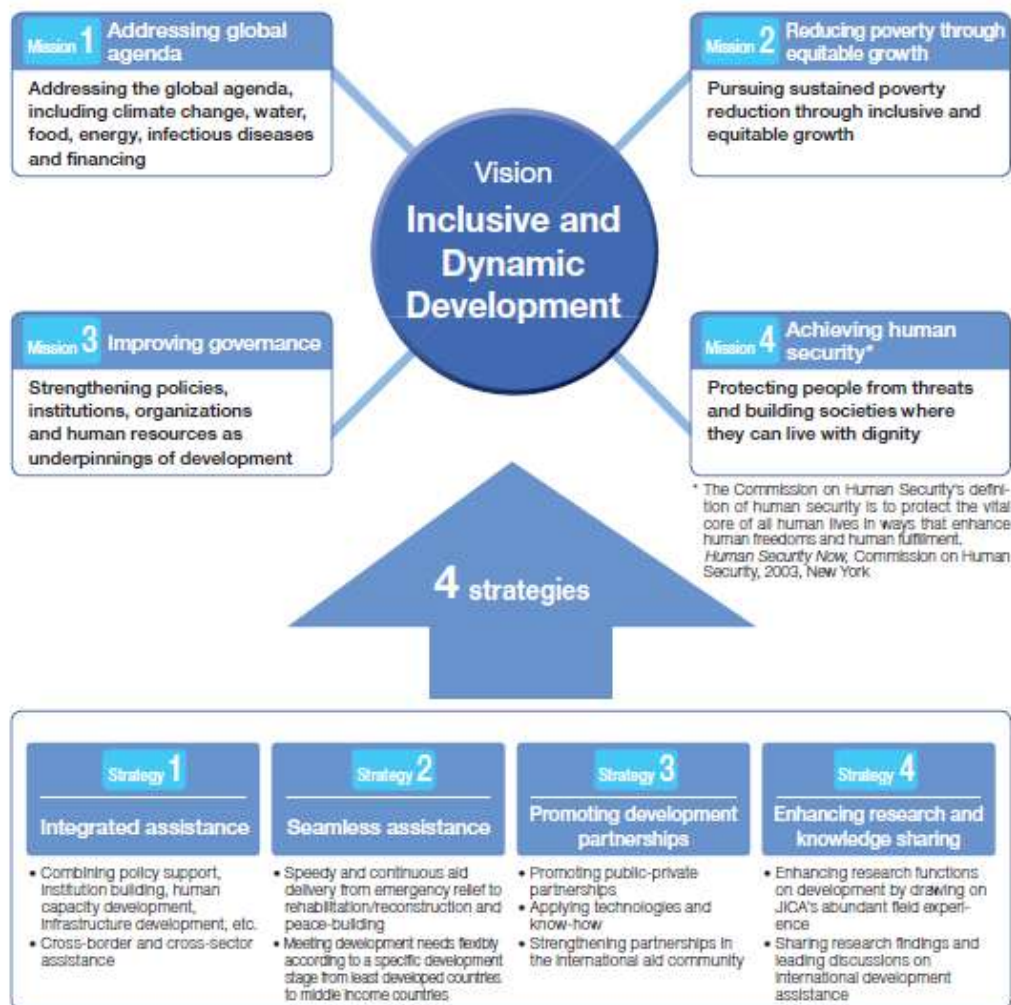
SSC which was initiated by the Government of Indonesia has been implemented by various government ministries / agencies and non-governmental organizations in many forms, such as training activities, workshops, and sending experts. Apparently, there have been positive responses from other developing countries that send their representatives as participants in these activities. However, the implementation of these activities tends to show the lack of inter-ministerial coordination mechanisms / institutions, where each ministry / agency tends to carry out SSC activities separately. Thus, there are less synergy and coordination between institutions. Therefore, there is a need to develop an institutional framework that can create a good coordination mechanism among government ministries / agencies, so as to integrate the various programs and activities in SSC.

In this regard, it is necessary to benchmark institutional framework that has been implemented in other countries, including:

2.1. JICA – Japan

JICA was established to contribute to the promotion of international cooperation on the development of Japanese and global economy through socio-economic development, recovery or economic stability of developing countries. JICA has a vision of "Inclusive and Dynamic Development", which represents the development approach that encourages all people to recognize the development issues they face so they can participate and in the end they can enjoy the results of the development. The role of

the new JICA will be more effective. Dynamic development refers to the self-reinforcing virtuous cycles both in order to create constant economic growth and poverty reduction in the environment of developing countries over the medium and long term period. The new JICA will be creative, encouraging more effectively, so that eventually all will move quickly.



Source: JICA Profile

Figure 2.1. Vision and Mission of JICA

While JICA missions are as follows:

1. Addressing the global agenda

Globalization has positive impacts such as encouraging economic development and providing new opportunities. However, there are also the negative impacts such as an uneven distribution of income, the issue of climate change, infectious diseases, terrorism, and the widespread economic crisis. All of these impacts threaten the stability and prosperity of Japan which is also dependent on the resources of other countries. The new JICA will use all of Japan's experience and technology to assist the international community related issues.

2. Reducing poverty through equitable growth

To improve people's lives in developing countries as a result of crises, conflicts, disasters and other risks that lead to more poverty increased more bad. Increasing growth causes inequality that can become one of the factors causing instability. JICA actively participate in helping people to escape from poverty and in improving public health in developing countries.

3. Improving governance

The capacity of the government of a country is represented by the availability of resources in the country for its people, and how the governments can manage the resources efficiently. Therefore, to improve governance is essential to stabilize economic growth in developing countries. The new JICA will encourage the improvement of the necessary fundamental system of a country so that the government can provide public services effectively in accordance with community needs.

4. Achieving human security

Globalization increases the danger of cross-border conflicts and provides opportunities for developing countries as a community disaster, poverty and other threats. The concept of human security is to provide security and avoid the fear of conflict, terrorism, disasters, environmental degradation, infectious diseases, and poverty as well as social services and infrastructure. The new JICA will support the social and institutional capacity and improve the stability of society to deal with all of their perceived threat.

2.1.1. History

In 1954 Japan joined the Colombo Plan, providing financial and technical assistance to developing countries through ODA, which contribute to international peace and development and ensure the prosperity and security of Japan itself. Here is a chronology of the history which is divided into two, namely the old format of JICA and new format of JICA:

1. JICA Old format

January 1954	The Federation of Japan Overseas Associations is established.	July 1990	25th anniversary of the JOCV. The cumulative number of participants surpasses 10,000 people.
April 1954	The Japan Asian Association is established.	January 1991	Evaluation Guidelines are published.
September 1955	Japan Emigration Promotion, Co., Ltd. is established.	September 1992	Environmental Guidelines for Infrastructure Projects are published.
June 1962	Overseas Technical Cooperation Agency (OTCA) is established.	December 1992	The Handbook for Women in Development (WID) Consideration is published.
July 1963	Japan Emigration Service (JEMIS) is established.	May 1994	The cumulative number of participants in JICA training programs surpasses 100,000 people.
April 1965	Japan Overseas Cooperation Volunteers (JOCV) Office is established by OTCA.	August 1995	The Evaluation Report is published.
May 1974	The Japan International Cooperation Agency Law is promulgated.	June 2000	The cumulative number of JOCV participants surpasses 20,000 people.
August 1974	The Japan International Cooperation Agency (JICA) is established.	December 2001	The reorganization and rationalization plan for special public institutions is announced by the Japanese government. Included in this reform plan is a measure transforming JICA into an independent administrative agency.
December 1974	The Statement of Operation Procedures is implemented.	June 2002	The Advisory Committee on Evaluation is established.
April 1978	The JICA Law is revised (promotion of Grant Aid operations is added).	October 2002	An information disclosure system is launched.
October 1983	Institute for International Cooperation is established.		
April 1986	Japan Disaster Relief (JDR) Team is established.		

Source: JICA Profile

Figure 2.2. The Former Japan International Cooperation Agency

The Former Overseas Economic Cooperation Fund and The Former Japan Bank for International Cooperation

2. JICA New Format

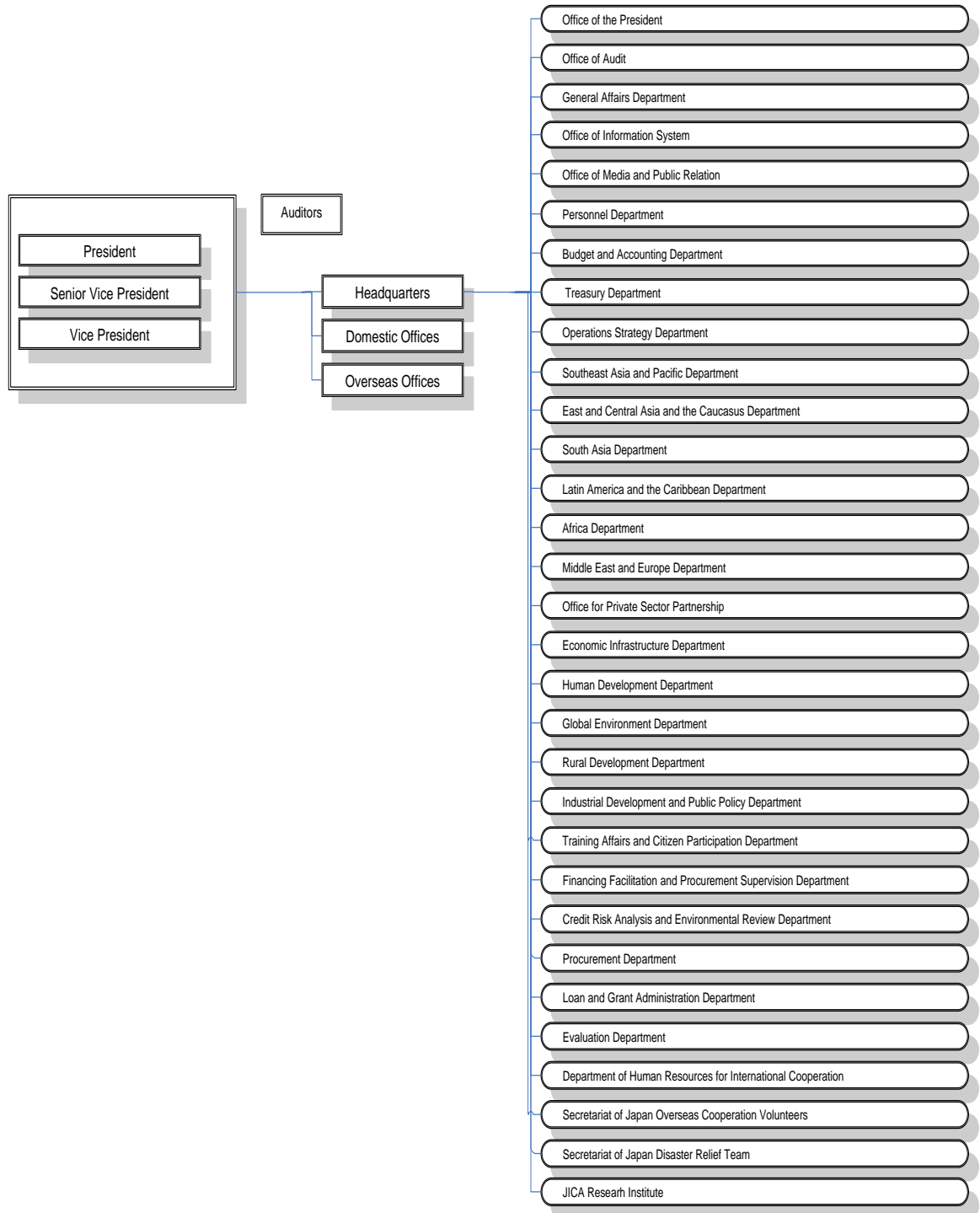
December 1960	The Overseas Economic Cooperation Fund Law is promulgated.	April 1999	The Japan Bank for International Cooperation Law is promulgated.
March 1961	Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM). Capital of approximately ¥5,444 million is received from the government, establishing OECF.	September 1999	Cabinet Order related to the execution of the Japan Bank for International Cooperation Law is promulgated. Ministerial Ordinance related to the execution of the Japan Bank for International Cooperation Law is published on the official register.
March 1961	The Statement of Operation Procedures is approved allowing operations to commence.	October 1999	Japan Bank for International Cooperation (JBIC) is established.
March 1966	First OECF ODA Loan (to the Republic of Korea) is provided.	December 1999	Medium-Term Strategy for Overseas Economic Cooperation Operations (October 1, 1999–March 31, 2002) is published.
May 1968	The OECF Law is revised (commodity loan facility is added).	April 2001	Ex-Ante Project Evaluation for ODA Loan operations is introduced.
March 1980	First government-guaranteed OECF bond is issued.	September 2001	Japanese GAAP-Based Financial Statements and Statement of Administrative Cost Calculation are made public.
April 1987	Special Assistance for Project Sustainability (SAPS) is commenced.	October 2001	First Fiscal Investment and Loan Program (FILP) agency bonds are issued.
April 1988	Special Assistance for Project Formulation (SAPROF) is commenced.	December 2001	The Cabinet decides to proceed with the reorganization and rationalization plan for special public institutions.
November 1989	OECF Guidelines for Environmental Considerations is published.	April 2002	JBIC Guidelines for Confirmation of Environmental and Social Considerations are published. The Performance Measurement for Strategic Management is introduced. The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2002–March 31, 2005) is published.
May 1991	OECF Policy for Consideration of Women in Development (WID) is published.		
April 1992	Special Assistance for Project Implementation (SAPI) is commenced.		
March 1995	Cabinet decides to merge JEXIM and OECF.		
April 1996	Special Assistance for Development Policy and Projects (SADEP) is commenced.		

Source : JICA Profile

Figure 2.3. New Format JICA

2.1.2. Organizational Structure

Here is the organizational structure of the JICA:

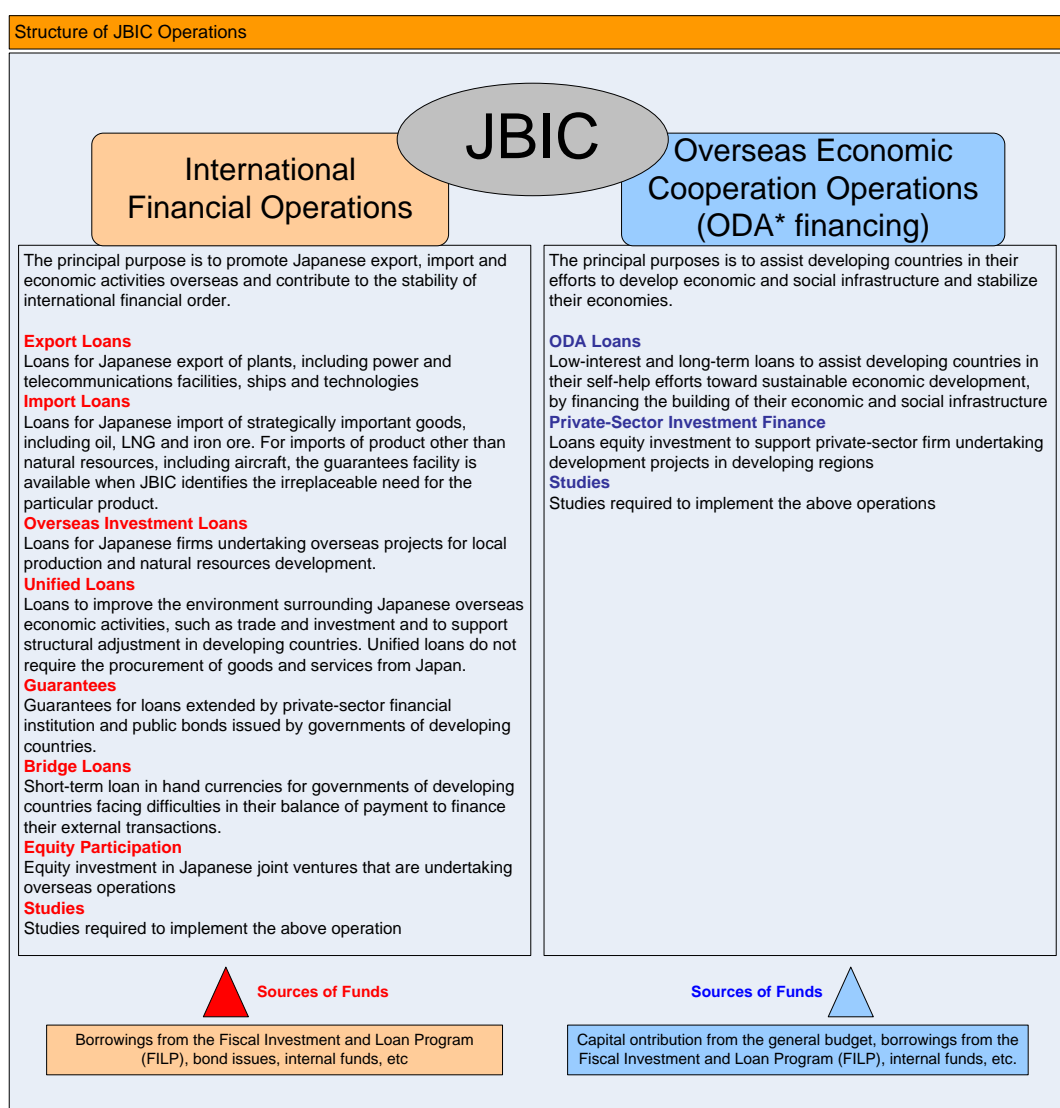


Source: JICA Profile

Figure 2.4. Organizational Structure of JICA

2.1.3. Funding

JICA funding cannot be separated from JBIC (Japan Bank for International Cooperation). JBIC was established in October 1999. JBIC provides loans and grants to increase exports, imports and many economic activities for international economic stability and assistance towards developing countries; Furthermore, it also indirectly contributes to the economic development of Japan. JBIC assistance consists of international financial operations (IFOs) and overseas operations economic cooperation (OECOs). JBIC's operations are financially independent with separate accounts in accordance with the provisions of the law of JBIC. Here is the operational structure of JBIC:



Source: JBIC Profile

Figure 2.5. Structure of JBIC Operations

ODA (Official Development Assistance) provides assistance to developing countries. ODA is defined as the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD). To get assistance, the recipients must meet the following requirements:

- The institution which seeks for assistance should be the government or a government agency
- The main objective is to promote economic development and to enhance prosperity in developing countries
- Soft assistance should consist of grant element at least 25%. (Soft assistance includes soft loans, low interest rates and longer loan period, more grant element providing benefits to recipient countries).

ODA is classified into two types:

- Bilateral aid, which is given directly to developing countries
- Multilateral assistance, which is reserved for international organizations

JICA provides bilateral assistance in the form of technical cooperation, Japan's ODA loans, and grant assistance (Grant aid).

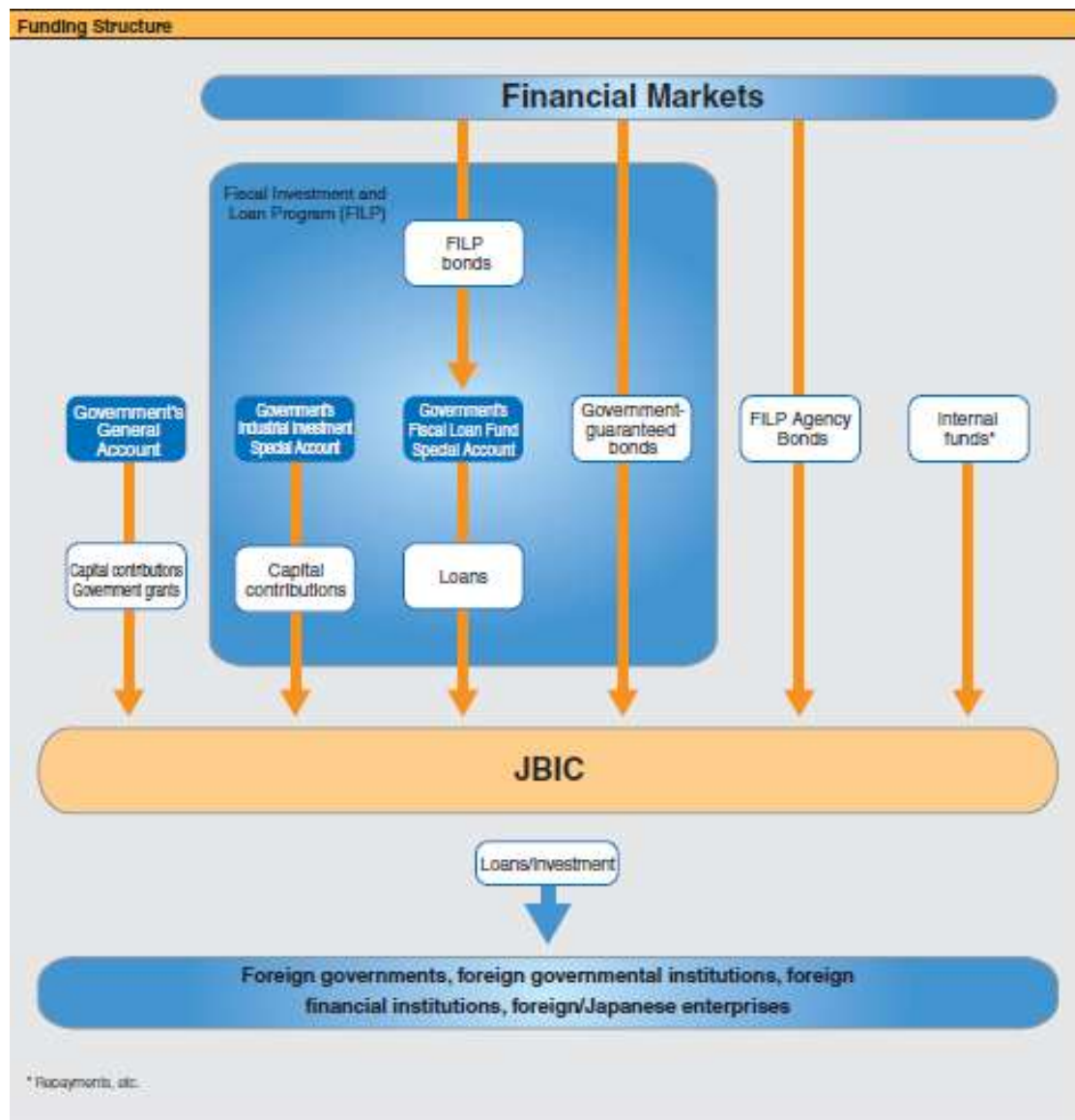


*This excludes Grant Aid which the Ministry of Foreign Affairs will continue to directly implement for the necessity of diplomatic policy.

Source: Website JICA

Figure 2.6. Relationship ODA and JICA

JBIC funds come from various sources, including loans from the Fiscal Investment and Loan Program (FILP), bonds issued and guaranteed by the Government of Japan, and the capital grant from the Japanese Government. JBIC began issuing FILP agency bonds without government guarantees in the domestic market. Here is the structure of funding from JBIC:

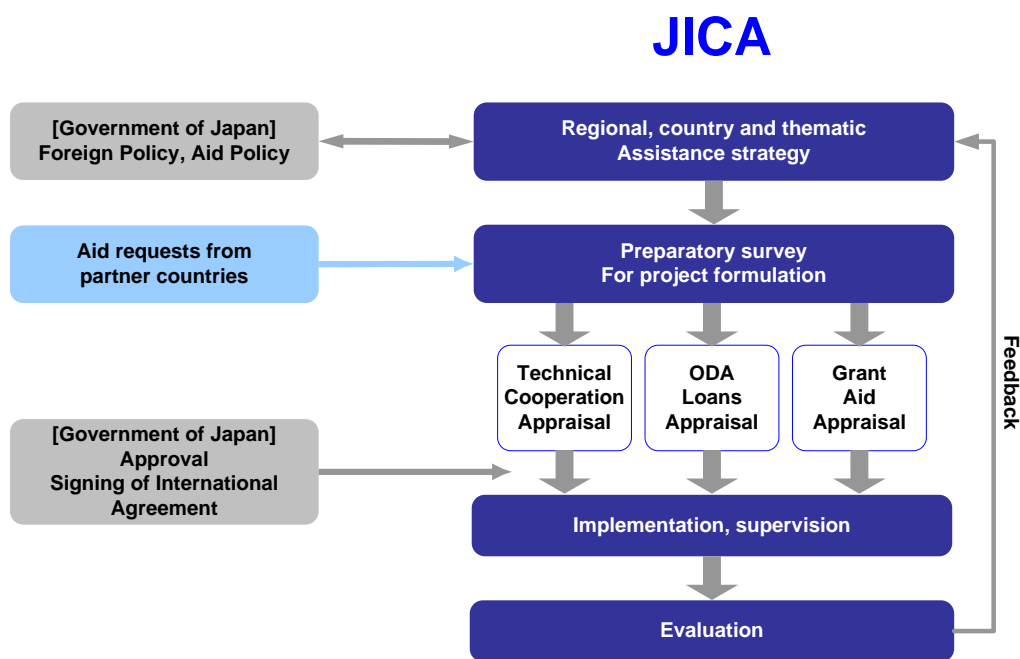


Source: JBIC Profile

Figure 2.7. JBIC Funding Structure

2.1.4. Implementation, Monitoring and Evaluation Program

The implementation Cycle of the project related to ODA loan procedures begins with the loan agreement, implementation, evaluation, and follow-up of such activities. Monitoring and evaluation program conducted after the project is completed. This is done to gain feedback and phase identification and preparation for the next project. Overall implementation of the program described in the following cycle:



JICA conducts evaluations of projects using the Plan-Do-Check-Act (PDCA) cycle for each scheme of technical cooperation, ODA loans and grant aid, and employs the system to further improve operations and sufficiently achieve public accountability. <http://www.jica.go.jp/english/operations/evaluation/>

Source: JICA Profile

Figure 2.8. JICA Project Implementation Cycle

The details of implementation, monitoring and evaluation project are as follows:

a. Project Preparation

Developing countries have a development plan that can be used to identify what appropriate project to be conducted in accordance with the objectives and targets that have been set previously. JICA conducts a survey on macroeconomic and sector conditions, as well as tests the urgency and priority of the programs through policy dialogue with the developing country's governments before implementing the project. The project should be linked to the economic, social, technical, and environmental aspects. The feasibility study was also carried out by governments of the developing countries through technical assistance provided by JICA or other international organizations.

b. Loan Request

Developing country governments can apply for a loan to the Government of Japan by submitting completed document that has been prepared previously.

c. Examination / Appraisal and Ex-Ante Evaluation Project

JICA assess the loan application documents that have been submitted by the developing country's governments. The Japanese Government appoints missions to

the developing countries, then JICA requests time for a discussion with the government staff involved in the implementation of the project. For all programs funded by ODA loan appraisal and made after 1 April 2001, then JICA prepare ex-ante project evaluation report and published on the website prior to signing of Loan Agreement.

d. Exchange of Notes and Loan Agreement

Based on the results of the assessment carried out by JICA, the Government of Japan makes decision whether to give a loan, including the amount and terms and conditions. Cabinet Government of Japan signed a diplomatic document, and the Exchange of Notes to the government of the borrower. Then JICA will sign the Loan Agreement.

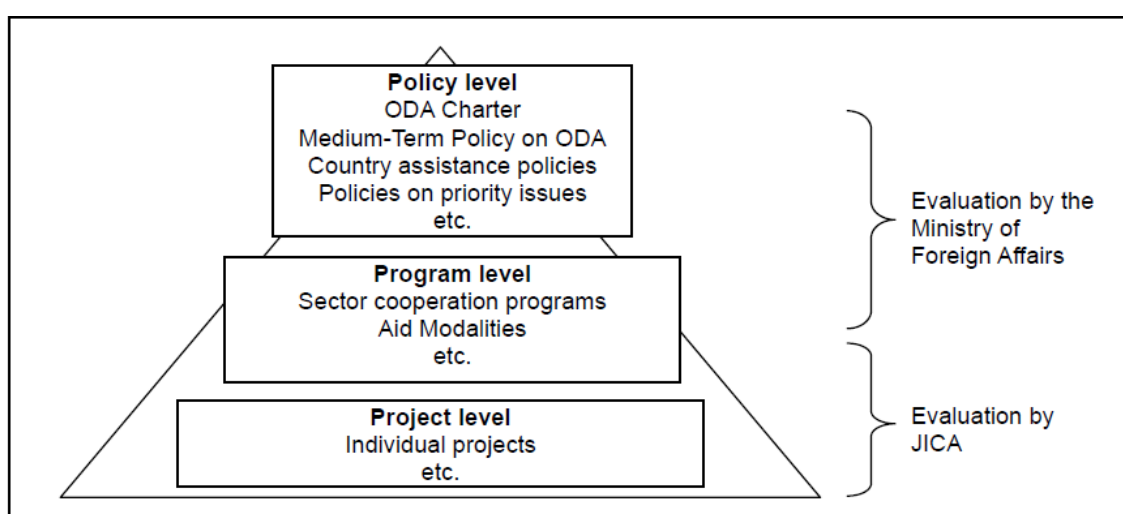
e. Project implementation

Projects are carried out with inputs such as materials, equipment, and other resources. Recipient country is responsible for the implementation of the project with the advice from JICA during the implementation of the program.

f. Project Completion, Ex-Post Evaluation, Monitoring and Follow-up

Project that has been implemented will be monitored and evaluated to obtain feedback and to identify the proposed project in the future as a follow-up of the project that have been implemented. Furthermore, the evaluation of projects is intended to provide the transparency of information; therefore, Ex-Post Evaluation Report will be published by the JICA.

JICA evaluation is classified in three levels, namely evaluation at project level, program level and policy level. JICA evaluates the project and program level.



Source: JICA Evaluation Guidelines

Figure 2.9. Classification of JICA Project Evaluation

In general, monitoring and evaluation of the implemented project is done in several stages, as follows:

a. Pre-Implementation Stage

- Ex-Ante Evaluation

Evaluation is conducted in three schemes. Prior to the implementation of the program, the proposed project is comprehensively assessed both the content and the expected impact if the project is implemented. Evaluation indicators are established to measure each phase of the project which are implemented in order to be effective.

b. Implementation Stage

- Mid-term Review

Evaluation is conducted on technical cooperation project and ODA loan project. Evaluation is conducted at half period of the project implementation and five years after the loan disbursed. The findings are used to further improve project implementation.

- Terminal Evaluation

Evaluation is conducted on technical cooperation project. Evaluation is conducted six months prior to project completion (or at final completion for small projects). Project implementation is evaluated comprehensively from various perspectives including turnaround time, operational efficiency, and the prospects for project sustainability.

c. Post Implementation Stage

- Ex-Post Evaluation

Evaluation is done in three schemes. The evaluation was conducted approximately three years after a project has been completed. Comprehensive evaluation conducted after the project completed. The evaluation criteria used were relevance, effectiveness, efficiency, impact and sustainability.

- Ex-Post Monitoring

Evaluation is done for ODA loan project. This was done seven years after a project has been completed. Retesting is conducted to assess the effectiveness, impact and sustainability among the DAC evaluation criteria, a response to what lessons can be learned from this project and what recommendations can be given after a review of the implementation of this project. Final recommendations will be used to improve the implementation of this project.

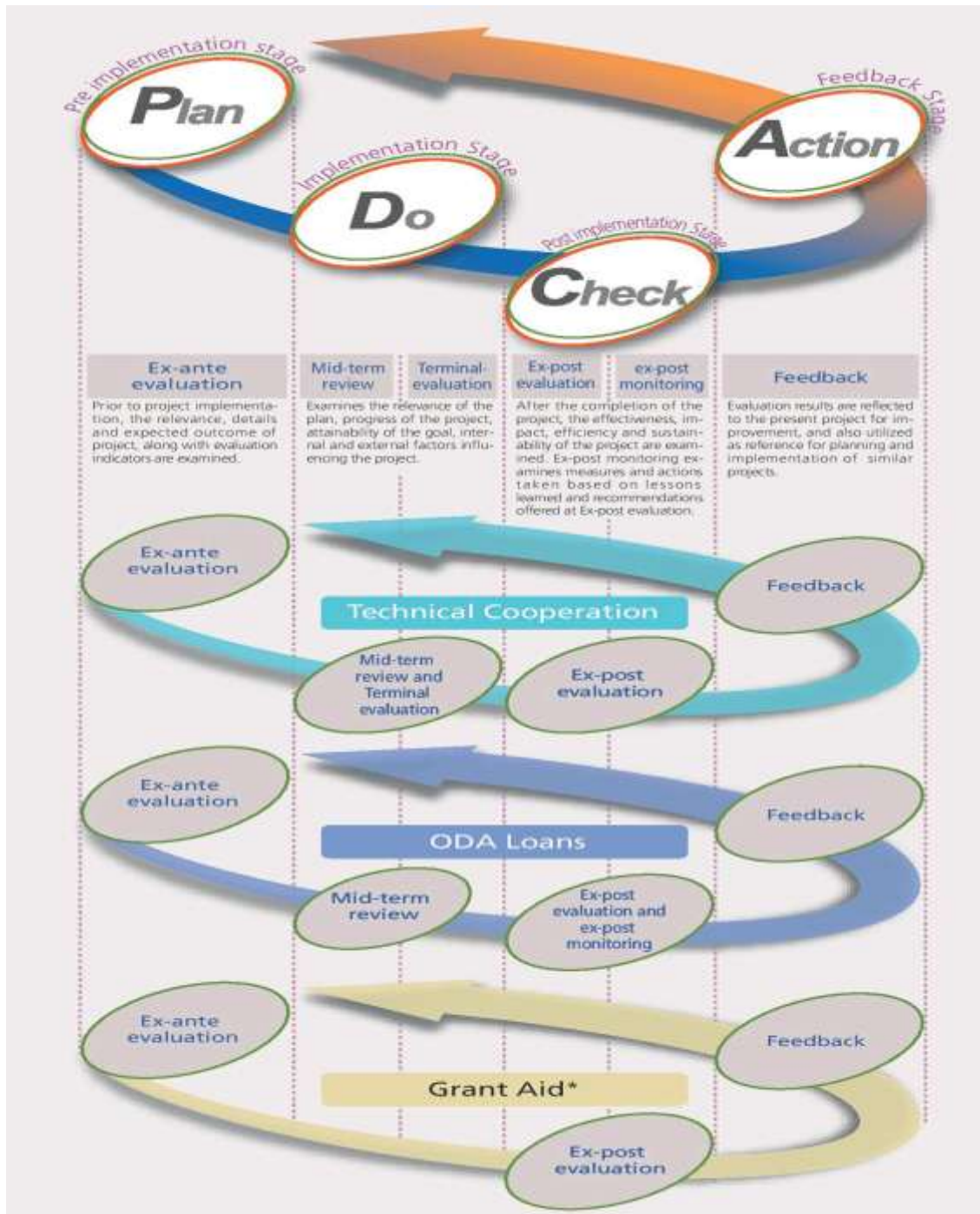
Three schemes of project evaluation done by the JICA described earlier can be seen in the chart below:

		Technical cooperation projects	ODA loans	Grant aid
Time of evaluation	Ex-ante evaluation	Before implementation of the project		
	Mid-term review	Halfway point of the project	Five years after the loan agreement	—
	Terminal evaluation	Six months before completion of the project (Note 1)	—	—
	Ex-post evaluation	Until three years after completion of the project		
	Ex-post monitoring	—	Seven years after completion of the project	—
Evaluation targets	Ex-ante evaluation	All projects (Note 1)		
	Mid-term review	In principle, projects with cooperation period of three years or more (Note 1)	Projects that require confirmation during implementation	—
	Terminal evaluation	All projects (Note 1)	—	—
	Ex-post evaluation	In principle, all projects with contributions of 200 million yen or more (Note 2)		
	Ex-post monitoring	—	Projects with concerns for effectiveness (including impact) and sustainability	—
Principals of evaluation	Ex-ante evaluation	Internal evaluation		
	Mid-term review	Internal evaluation (joint evaluation)	External evaluation	—
	Terminal evaluation		—	—
	Ex-post evaluation	External evaluation (with some joint evaluation)		
	Ex-post monitoring	—	External evaluation	—

Source: JICA Evaluation Guidelines

Figure 2.10. The evaluation system through three Schemes

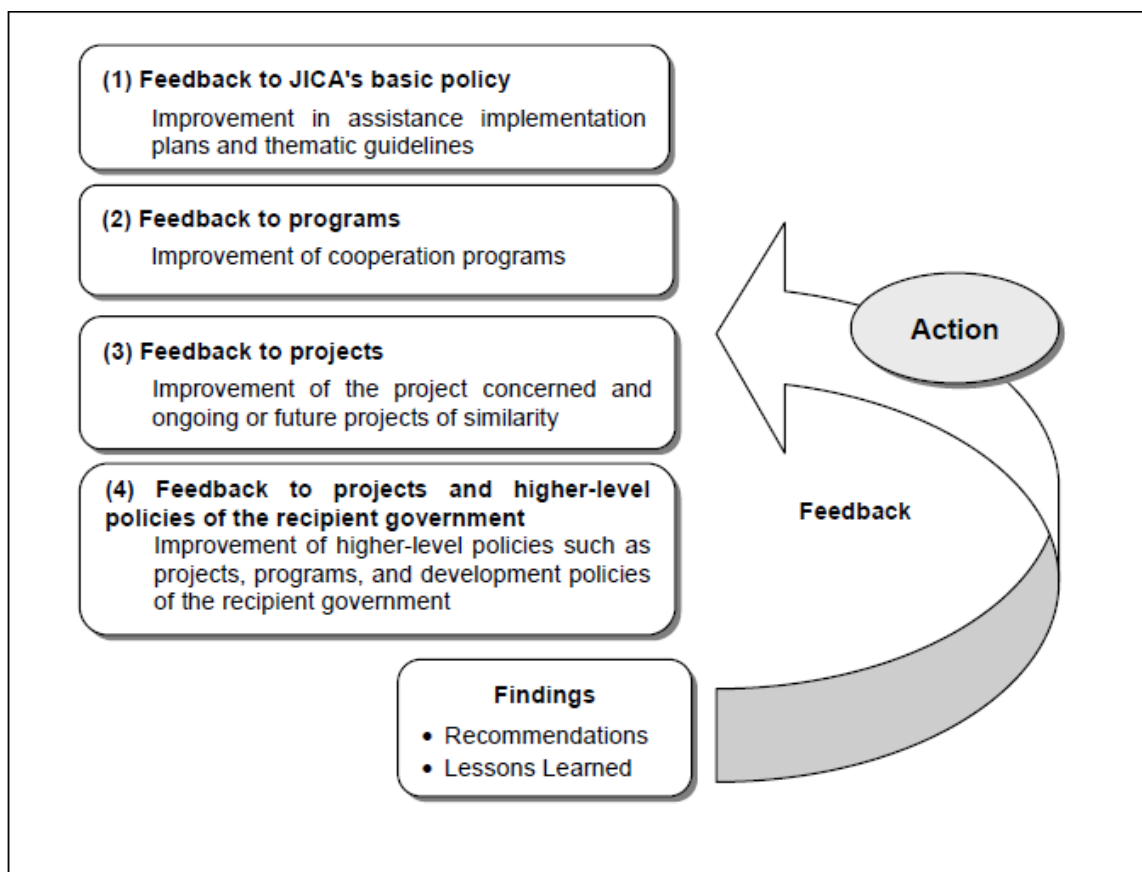
Evaluation mechanisms for the project implementation carried out with the PDCA cycle of Plan, Do, Check and Action. Below is a mechanism for evaluating the implementation of a project:



Source: JICA Evaluation Guidelines

Figure 2.11. PDCA cycle for Project Evaluation Consistency

Feedbacks from project evaluation are used to improve the implementation in the next similar JICA project, and other cooperation programs. In addition, feedbacks from evaluation can also be used to improve JICA’s policies and policies of recipient countries, as shown in the image below.



Source: JICA Evaluation Guidelines

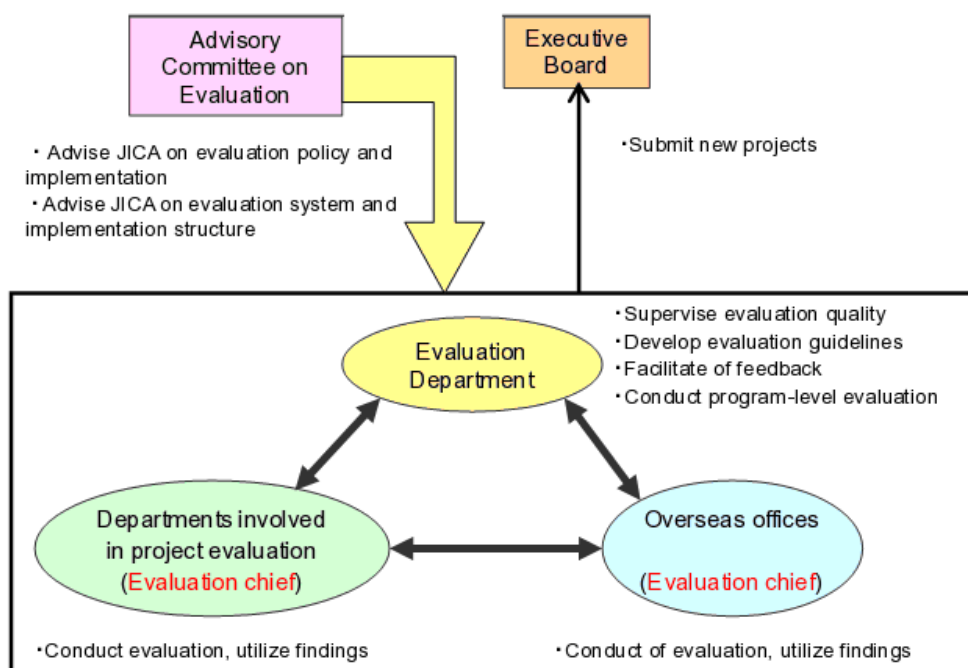
Figure 2.12. Use of Project Evaluation Findings Mechanism

The evaluation was conducted by using a system consisting of:

- The Advisory Committee on Evaluation
The Advisory Committee on Evaluation was established to ensure quality and objectivity of the evaluation of JICA project. This committee consists of third parties including academics, international organizations, non-governmental organizations (NGOs), mass media, and other private organizations. This committee provides advice / input on policy evaluation of JICA project evaluation system and its institutions.
- The Evaluation Department
The evaluation department conducts evaluation for projects that need high objectivity. Evaluation department also develops and improves methods of evaluation that provides information on project evaluation, assistance and evaluations supervision conducted by other departments. Project evaluation results are used to evaluate the program level.

- Project Implementation Departments (Headquarters, Overseas Offices, etc.)
 The department sets up schemes, measurement and content of the evaluated project. Evaluation leader controls the project evaluation quality and facilitates the improvement of the evaluation.

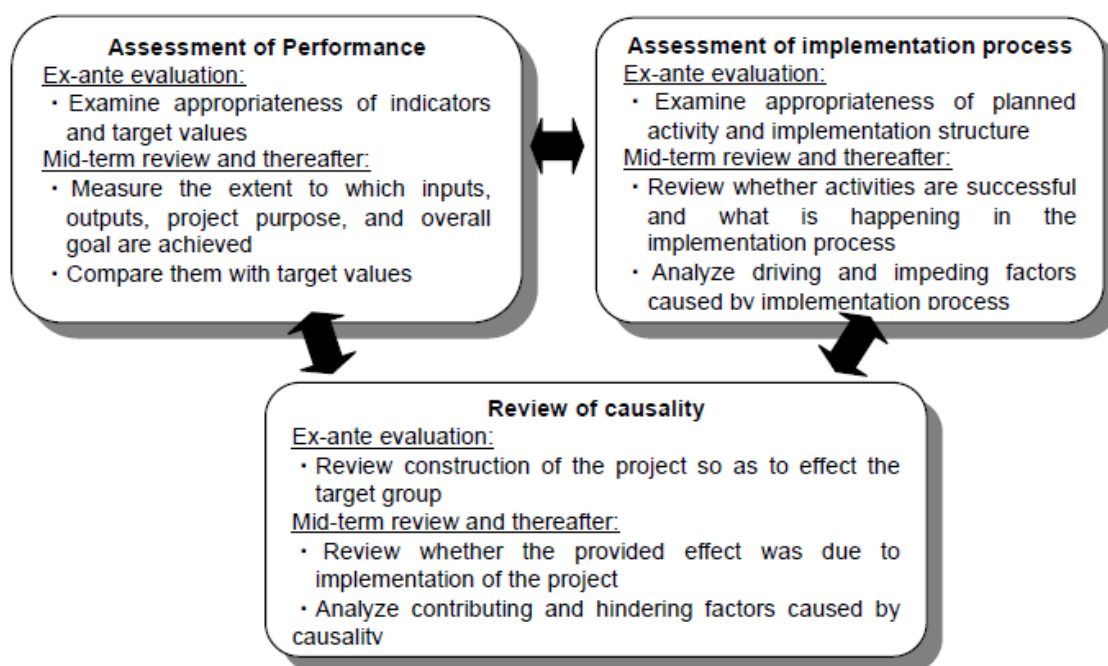
Here is a system of project evaluation which was conducted by those three departments:



Source: JICA Evaluation Guidelines

Figure 2.13. Implementation System of Project Evaluation

Some points to be evaluated are the project performance, the implementation process and impacts arising from the project as depicted on the chart below.



Source: JICA Evaluation Guidelines

Figure 2.14. Three Aspects of Performance Appraisal Project

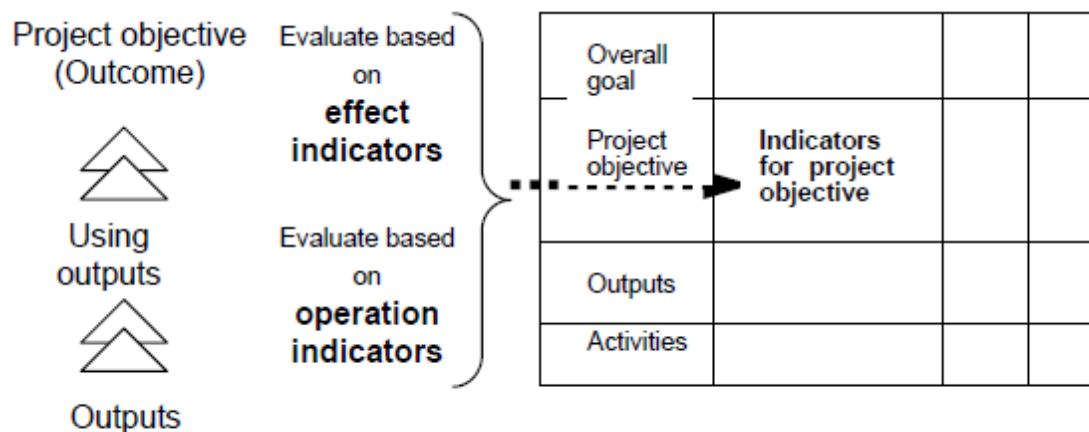
JICA implements DAC Criteria for project evaluation. These criteria are proposed by the Development Assistance Committee (DAC) in 1991. Here is the DAC Criteria:

Table 2.1. DAC Criteria

Relevance	Level of compatibility between development assistance and policy priority of target group, recipient and donor
Effectiveness	Measuring the effectiveness of project activities with the set goals
Efficiency	Efficiency is measured through both qualitative and quantitative output that are associated with input. Economic terminology is used to determine the efficiency of projects such as the use of resources with minimum cost and generate output as desired.
Impact	The perceived impact of the project whether there are positive and negative changes, directly or indirectly, and the effect desired and undesired.

Source: JICA Evaluation Guidelines

Therefore, in JICA project evaluation the operational indicators and impact indicators are determined as shown in the figure below:



Source: JICA Evaluation Guidelines

Figure 2.15. Logframe, Operation and Effect Indicator

2.2. KOICA – Republic of Korea

2.2.1. History

The Korea International Cooperation Agency (KOICA) is a Korean Government-owned institution under the Ministry of Foreign Affairs and Trade which manages grants and technical cooperation programs of the Korean Government for Indonesia and other developing countries.

Established in 1991, KOICA has the responsibility to manage grants from the Korean Government and plays an important role in implementing Korea's programs in Official Development Assistance (ODA). In the recent years, KOICA has been trying to improve the effectiveness of foreign aids by developing the Country Assistance Strategies (CAS) and the Mid-term Assistance Strategies through consultation process with partner countries. Furthermore, KOICA has also introduced several instruments to performance-based management.

Korea builds KOICA based on its experience during the transition time from a poor country, until finally in 1996, Korea joined the Organization for Economic Cooperation and Development or the Organization for Economic Cooperation and Development (OECD). Reflecting on its own experience, KOICA strives to offer assistance in line with development priorities of partner countries, empowering partners to share experience in the successful development of Korea.

2.2.2. Program

KOICA programs are prepared to achieve KOICA's mission, which is 'Making a better world together'. In order to have a greater focus on providing assistance, KOICA has narrowed the list of partner countries and focuses resources on sectors where Korea has expertise. KOICA programs include supporting the construction of schools, hospitals, vocational training centers, and other facilities that are needed. In addition to the physical aspects, KOICA also offers training and expertise to comprehensively support the development of partner countries, such as education and vocational training, health and medical care, public administration, agriculture and fisheries, and ICT. To further extend the effectiveness of these programs, KOICA plans to introduce a sectoral approach and strengthen monitoring and evaluation program.

In the past, the development of collaborative efforts focused primarily on meeting the Basic Human Needs of developing countries and the development of Human Resources. However, the focus has now expanded to promoting sustainable development, strengthening partnerships with partner countries, and increasing local ownership for beneficiaries. In addition, global concerns such as environment, poverty reduction, gender issues and so forth are also the current focus of KOICA.

2.2.3. Changes from being State Recipient to become State Donor

In particular, Korea has the unique experience of once it was one of the poorest countries in the world to become one of the most advanced economies, which is shown by the entry of Korea into the OECD / DAC (Development Assistance Committee) on 25 November 2009. Know-how and experience gained by Korea from this transition is a KOICA valuable asset in supporting sustainable economic development of partner countries and provide hope for a better life.

As a result of the devastating War in 1950, Korea had become one of the world's poorest countries. The War had destroyed two-thirds of Korea's national production capacity and made the unemployment rate soared. In 1961, almost a decade after the war ended, the economy has not changed much. Korea relied on foreign aids such as food, clothing, medicines, and raw materials. Foreign aids were also used as main sources to finance the state deficit during 1950 and early 1960's. More precisely, foreign aids were virtually the only sources of capital that were obtained until late 1950s. During the reconstruction period in 1953-1960, more than 70 percent of Korean imports were financed by foreign aids. Foreign aids in 1960 served as the primary source of capital and investment and as a means to improve management skills and technology industries. Major donors over those years included the International Development Association (IDA), United Nations Development Programme (UNDP), World Bank, Asian Development Bank (ADB), and bilateral agencies such as the United States Agency for International Development (USAID) and the Foreign Economic Cooperation Fund Interior (OECF) of Japan.

However, the independent contribution of Korea for international development is a recent phenomenon. In the early 1980s, the Korean government designed a program for the purpose of sharing its experience of rapid and dynamic development based on the spirit of SSC. Many believe that the Korean experience can be very helpful in assisting other developing countries. In 1982, the International Development Program (IDEP) began to invite government officials and policy makers to participate in training courses consist of lectures, seminars, workshops, and field trips.

The Government's technical cooperation program, including the IDEP, was growing in popularity among developing countries; and as driven by increased demand, the Korean government tried to make a more consistent and systematic channel for development cooperation. In 1987, the Korean government established the Economic Development Cooperation Fund (EDCF) through soft loans for development projects which are given to governments of developing countries. And finally in 1991, Korea International Cooperation Agency (KOICA) was established to manage the grant aid and technical cooperation program.

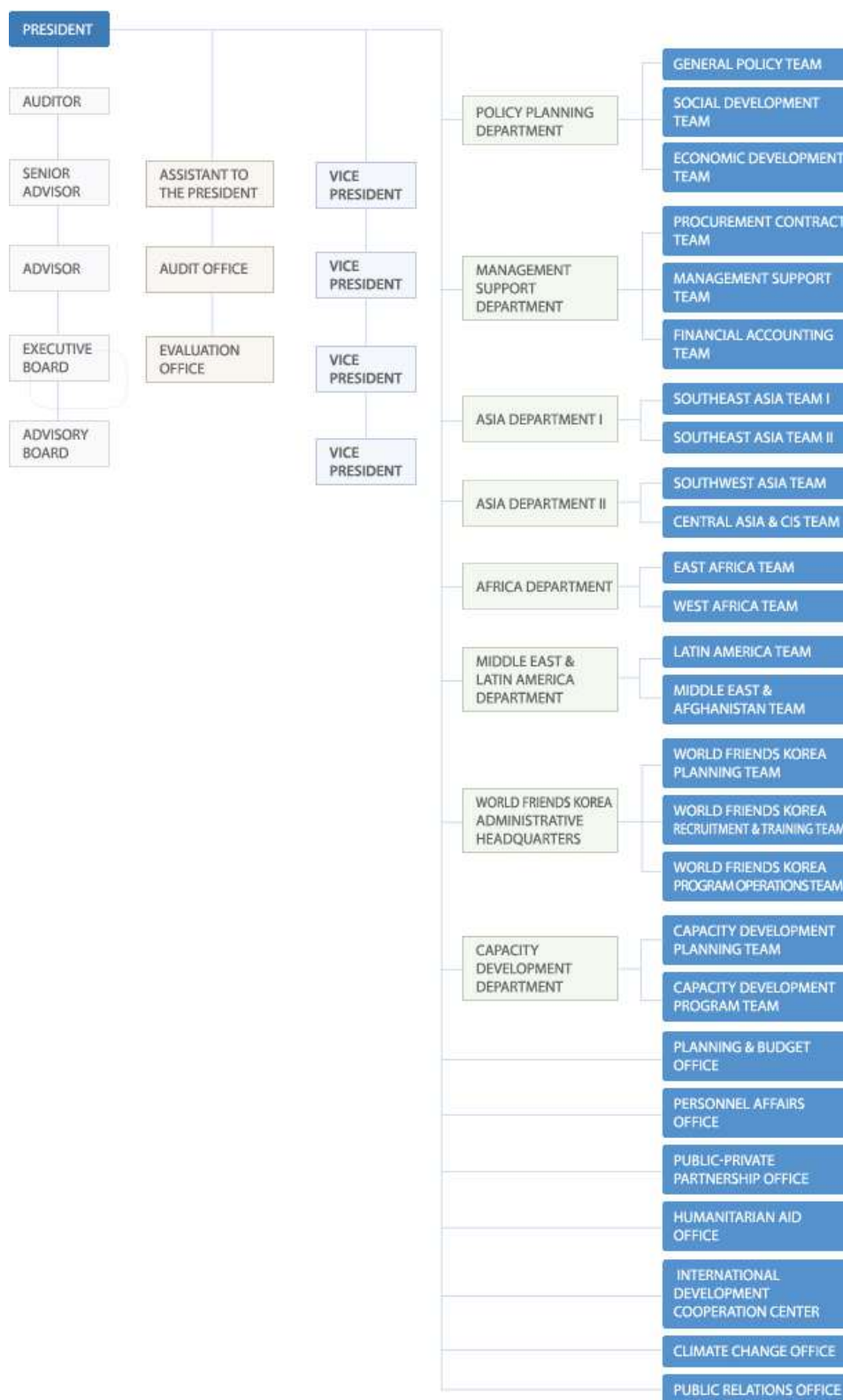
Table 2.2. Korean activities as Recipient & Donor Country

Period	Year	Activities
1960s	'63	Training program under the sponsorship of USAID
	'65	Training program funded by the Korean government
	'67	Dispatch of Experts Program funded by the Korean government
	'67	Training program with the cooperation of the UN and other international organizations
	'68	Dispatch of Medical Experts Program
	'69	Technology transfer project funded by the Korean government
1970s	'72	Dispatch of Taekwondo Instructors Program
	'75	Invitation of Technical Trainees Program
	'77	Aid in Kind
1980's	'81	Research Cooperation Program
	'82	International Development Exchange Program (IDEP)
	'83	Invitational training for construction workers
	'84	Technical cooperation in the construction sector
	'87	Establishment of Economic Development Cooperation Fund (EDCF)
	'88	Grant services for communications technology in developing countries
1990's	'89	Dispatch of KOVs Program
	'90	First dispatch of KOVs
	'91	Korea International Cooperation Agency (KOICA) established
	'95	NGO Support Program
2000s	'99	International Cooperation Training Center (ICTC, Seoul)
	'00	Special Training Program for ASEAN
	'01	Extension of Cooperation Program for the IT sector
	'02	Special Assistance Program to Afghanistan
	'03	Special Assistance Program to Iraq
	'05	Reconstruction Program for regions affected by the 2004 Tsunami disaster
	'06	Expansion of ODA for Africa announced
	'07	Enforcement of global anti-poverty contribution fund
	'08	Climate Change Team formed
'09	Launch of "World Friends Korea"	

Source: KOICA Profile

2.2.4. Organizational Structure

Organizational structure is formed by considering the complexity of KOICA activities, which currently consists of the President, Auditors (part-time), 4 Vice Presidents, 7 Departments, 27 Teams, 28 Overseas Offices, as well as KOICA International Cooperation Center.



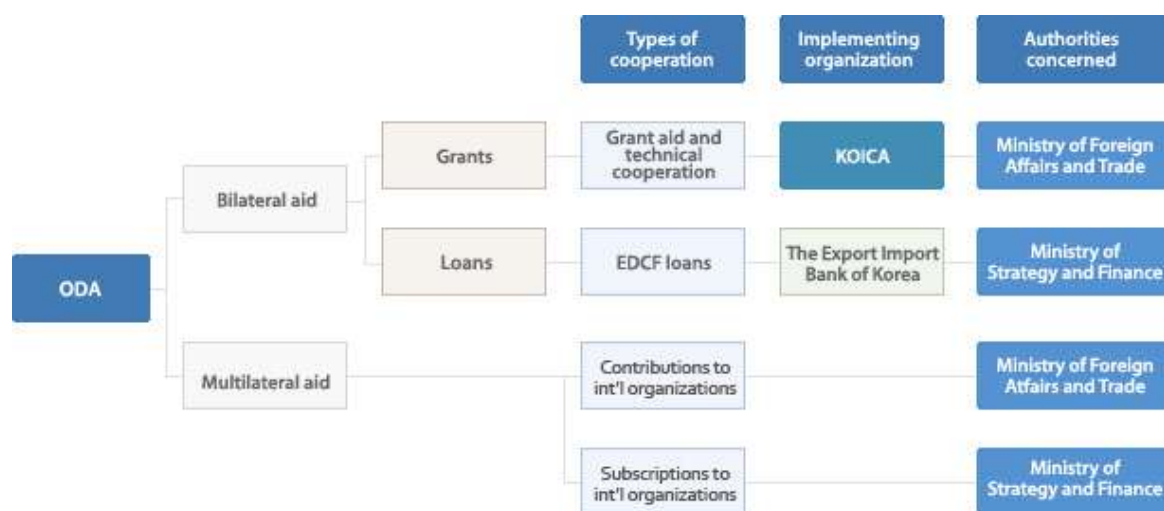
Source: KOICA Profile

Figure 2.16. KOICA Organizational Structure

2.2.5. Funding

Government Assistance or Official Development Assistance (ODA) was given as a form of aid and loan. ODA program is a form of aid and loans from developed countries who are members of the Development Assistant Committee (DAC) of the Organization of Economic Cooperation and Development for least developed and developing countries. Wherein, Japan is one of the founders.

In terms of the implementation of ODA, KOICA is responsible for Korea's bilateral grants and technical cooperation program while the Export-Import Bank of Korea (Korea Eximbank) manages the EDCF loan. KOICA's portion of bilateral aid for grant is about 40% of total bilateral ODA budget of Korea. KOICA has 30 offices in 28 partner countries, where the offices abroad play an important role in implementing KOICA assistance programs at the field level. To maximize the effectiveness of development cooperation, KOICA continues to collect and update information on the needs and demands of partner countries through policy dialogue with various stakeholders and / or a request survey conducted by Korean embassies and overseas offices. While the Ministry of Foreign Affairs and Trade (MOFAT) and the Ministry of Strategy and Finance (MOSF) is responsible for multilateral aid.



Source: KOICA Profile

Figure 2.17. Korea's ODA System

Total volume of Korean ODA between 1987 and 2008 was 5.7 billion USD. Between 2000 and 2008, Korea's ODA volume increased by 278.3%, and the volume of bilateral aid, in particular, soared to 311.0%. In 2008, Korea's ODA volume was estimated at USD 802.34 million, which is 0.09% of GNI, an increase of 14.8% compared with 2008. In terms of grant, the total volume between 1991 and 2008 is estimated at 2,191 million USD. In the future, Korea plans to expand Korea's development cooperation with scaling up ODA to levels commensurate with the position of the Korean economy. The Korean government also plans to increase the proportion of grant aid, and therefore, the KOICA role is very important.

The development of Korea's ODA Data from 2001 to 2007 can be seen in the table below.

Table 2.3. The value of Korea's ODA 2001 - 2007

ODA assistance per year (million USD)

Categories	2001	2002	2003	2004	2005	2006	2007
Total ODA	264.7	278.8	365.9	423.3	752.3	455.3	699.1
I. Bilateral	174.5	206.8	245.2	330.8	463.3	376.1	493.5
I.1 Grant	53.0	66.7	145.5	212.1	318.0	259.0	361.3
Of which, KOICA	47.0	58.6	121.8	174.6	201.9	193.1	270.9
I.2 Loans	118.6	140.1	99.7	118.7	145.3	117.1	132.2
II. Multilateral	93.1	72.0	120.7	82.6	289.0	79.2	205.6
ODA/GNI	0.06	0.06	0.06	0.06	0.10	0.05	0.07

Source: International Development Statistics Online DB, OECD, Korea Exim-bank

2.2.6. Implementation, Monitoring and Evaluation

Projects that have been implemented will be evaluated by the evaluation offices, which then in each year will be given approval from the evaluation committee. The results of this evaluation will be reported to the President of KOICA. Then, President of KOICA will report to sub-committee for evaluation on international development cooperation. The results of the final evaluation will be given to the committee for international development cooperation, chaired by the Prime Minister of Korea.

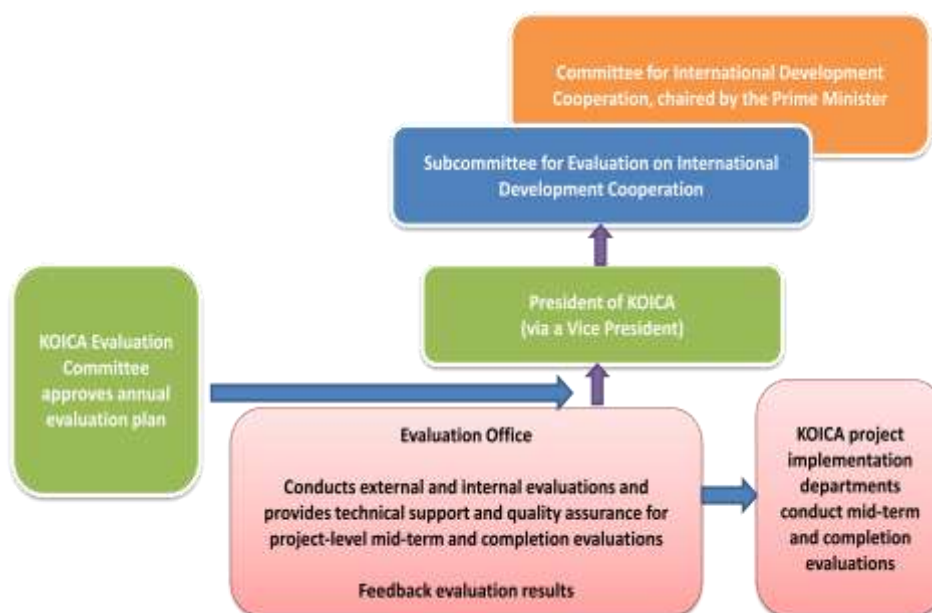


Figure 2.18. Flowchart of Post-Activity Results Monitoring

2.3. TIKA – Turkey

2.3.1. History

Turkey's development assistance program has been started since the 1970's and now the amount is being greater as the process of transition from the "recipient" to "net-donor country". Development assistance program is then formally administered by the Turkish International Cooperation and Development Agency (TIKA), established in January 1992, based on Cabinet decisions; and based on Act 4668 TIKA has duties and responsibilities as follows:

- Defining and targeting the needs of development and areas for cooperation and assistance with the reference to Turkey's priorities;
- Setting up the necessary programs and projects, or facilitate the preparation for private sector organizations ;
- Strengthening institutions - an independent government agency;
- Supporting the efforts in the transition to a market economy;
- Coordinating the activities - the development cooperation activities of the Turkish government institutions.

TIKA's missions are as follows:

- Sustainable socioeconomic development;
- Development program and capacity building
- Transfer of know-how and human resource development
- Coordination of development cooperation

In implementing all of its activities, TIKA has the following principles:

- State-centred approach to partner
- Increase the ownership of partner countries
- Encourage the participatory development
- Provide long-term vision and commitment
- Sustainable, flexible, and adaptable
- Cooperation with the donor community

TIKA's operational activities include:

- Assisting capacity building
- Expertise assignment
- Equipment support
- Funding of infrastructure and construction projects
- Expanding humanity assistance

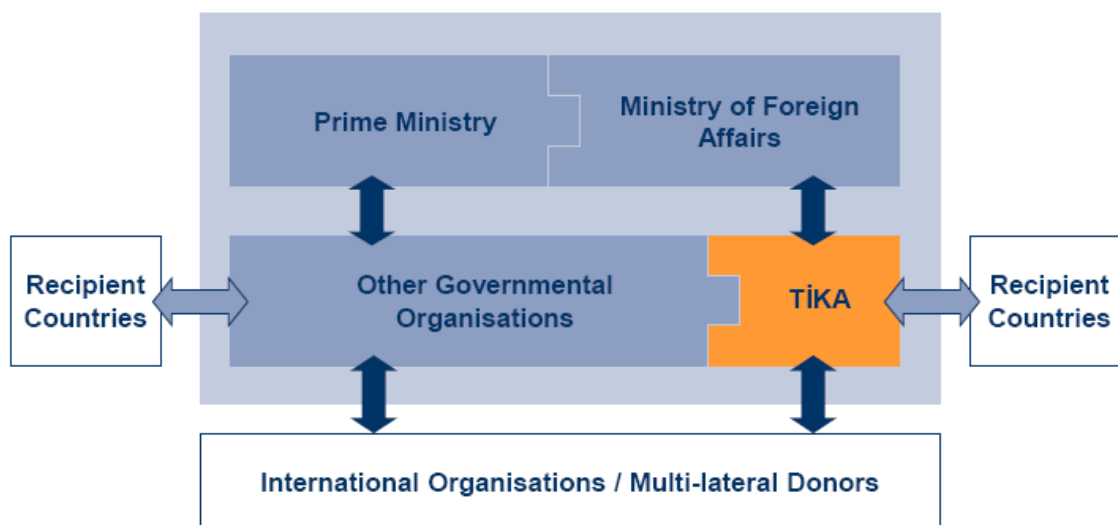
While the areas handled by TIKA are as follows:

- Development of social infrastructure
- Development of economic infrastructure
- Development of the production sector
- Cultural cooperation, increasing communication, and contribution to peace

2.3.2. Organizational Structure

In accordance with Act No. 4668, Turkey's development policy is formulated by a Council which consists of representatives from the Ministry of Foreign Affairs, Finance, Education, Industry and Commerce, Energy and Natural Resources, Culture and Tourism, Treasury Secretary, International Trade, State Planning Organization, Institute for Research and Technology as well as TIKA itself.

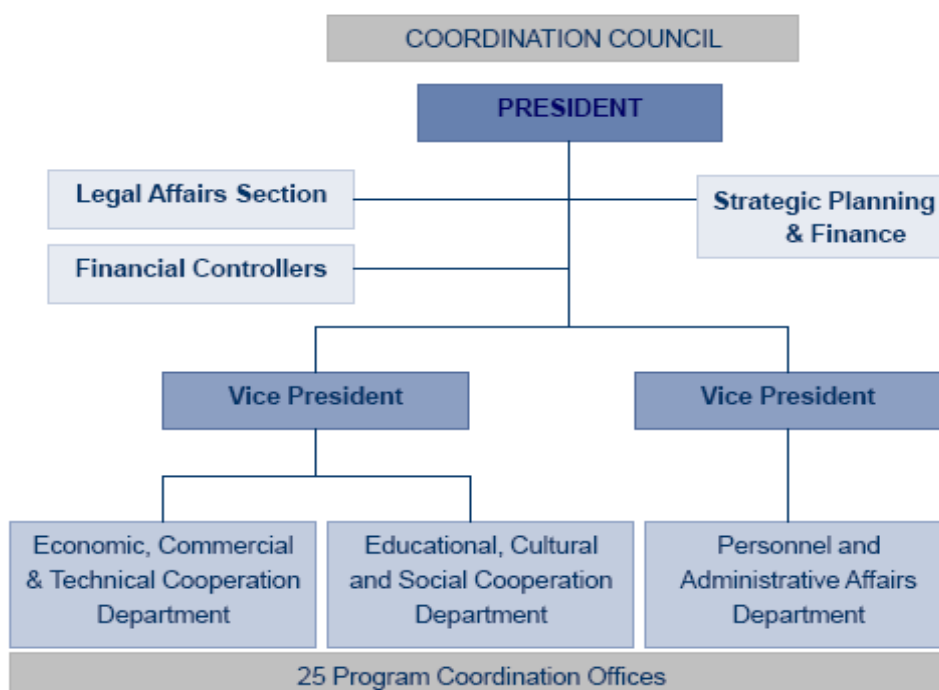
TIKA is operated under the affiliation of Prime Minister and the Foreign Ministry, which can be described in the following figure:



Source: Tika Profile

Figure 2.19. Tika association with the Ministries

Tika has 25 Coordination Offices in 20 countries, for example are in Afghanistan, Albania, Ethiopia, Macedonian, Mongolia, Palestine, and Uzbekistan. Moreover, Tika’s organizational structure is as follows:



Source: Tika Profile

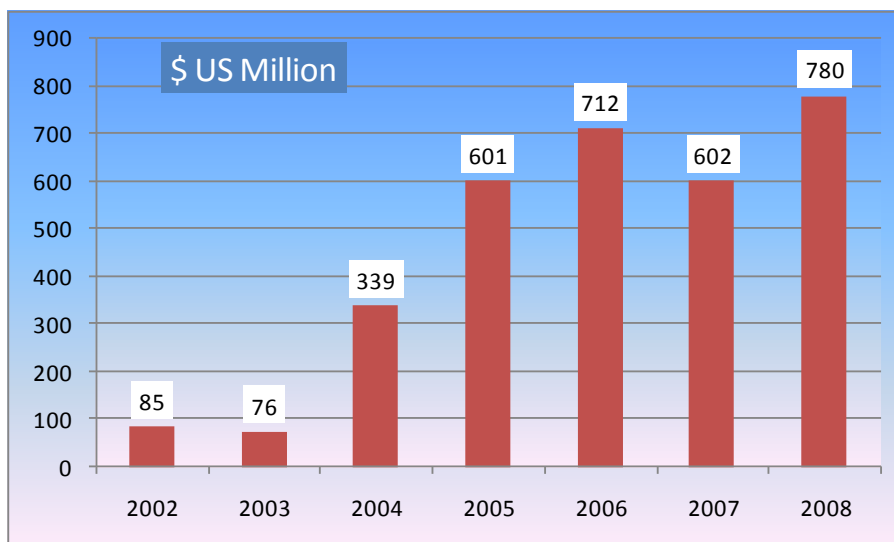
Figure 2.20. Tika Organizational Structure

2.3.3. Funding

TIKA's funding comes from central budget funds, which includes:

- Special Fund from Prime Minister based on the project
- Project funding from other government agencies
- International commitments.

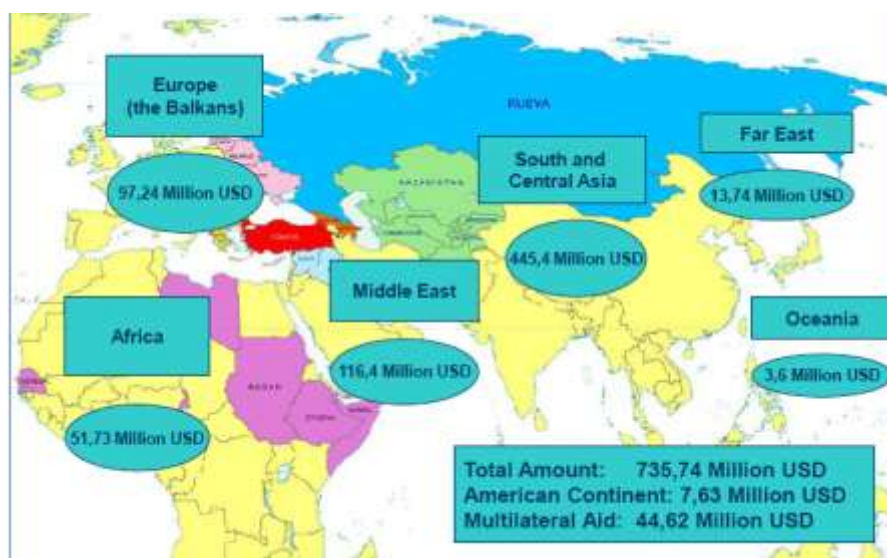
Turkey's official development aid since 2002 - 2008 can be seen in the figure below:



Source: TIKa Profile

Figure 2.21. Official Development Aid TIKa

The money is distributed to various countries with distribution as follows:



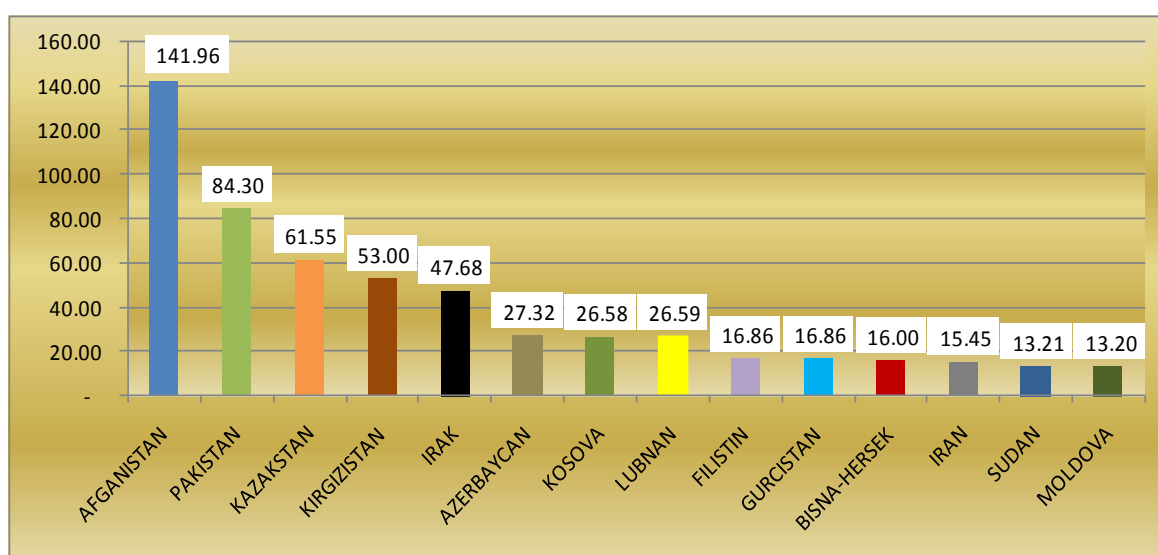
Source: TIKa Profile

Figure 2.22. Official Map Development Aid TIKa

Turkey's development assistance mainly consists of grants given in the form of cash or goods. Preparation, contacts, and cash grant negotiations are undertaken by the Secretariat of Turkish Treasury in cooperation with the Ministry of Foreign Affairs who also handle the contributions and membership fees to international organizations. In addition, the Export-Import Bank of Turkey is also involved in providing development assistance although indirectly and not recorded in official development aid.

2.3.4. Implementation, Monitoring, and Evaluation

As already mentioned above, Turkey's development aids are dispersed to various countries. Here are the 14 largest recipient countries in 2008:



Source: TIKA Profile

Figure 2.23. Distribution of TIKA Official Development Aid

Turkish development assistance is prepared by the coordination office with reference to the priorities and development strategies of partner countries. Turkey has not published a formal strategy for development assistance program and Turkey has no formal criteria for selecting the allocation of program assistance. Turkish aid program does not use political and economic conditions so there is no delay in the execution.

The aids are dispersed into the various sectors in accordance with the objectives of the millennium development goals (MDGs), which, as in 2006, can be seen in the following table:

Table 2.4. Official Development Aid TIKa by Sector

based on commitments	US\$m	% of total sectoral aid
Social & Admin. Infrastructures	268.8	82.7%
<i>Education</i>	211.4	65.0%
<i>Health</i>	18.2	5.6%
<i>Population</i>	4.3	1.3%
<i>Water & Sanitation</i>	8.7	2.7%
<i>Government & Civil Society</i>	9.5	2.9%
Economic Infrastructure	48.7	15.0%
<i>Transport & Communications</i>	17.1	5.3%
<i>Energy</i>	0.9	0.3%
Production	7.7	2.4%
<i>Agriculture</i>	2.3	0.7%
<i>Industry, Mining, Construction</i>	5.0	1.5%
<i>Trade and tourism</i>	0.5	0.1%
Total Sectorally allocated aid*	325.2	100.0%

Source: TIKa Profile

Forms of assistance in 2006 were dominated by the above-mentioned projects and technical cooperation, which is described in more detail in the table below:

Table 2.5. Official Development Aid TIKa by Type of Project

based on disbursements	US\$ mio	% of total bilateral aid
Project & Programme Aid	152.0	23.6%
Technical Co-operation	174.8	27.2%
Humanitarian Aid	115.7	18.0%
Administrative Costs	74.3	11.6%
Refugees (Donor Country)	38.6	6.0%
Post-Conflict peacebuilding operations	36.3	5.7%
Loan Rescheduling	50.2	7.8%
Other	0.7	0.1%
Total	642.6	100.0%
<i>memo items (commitment based)</i>		
<i>General Budget Support</i>	0.0	-
<i>Commodity Aid</i>	0.0	-

Source: TIKa Profile

2.4. MTCP – Malaysia

2.4.1. History

The Malaysian Technical Cooperation Program (MCTP) was initiated in 1978 in the first meeting of the Leaders of Commonwealth countries' governments in Sydney, Australia. Then MTCP was officially launched on 7 September 1980 in New Delhi, India in the meeting of the Leaders of the Government of Commonwealth countries. This shows that the commitment of Malaysia to the SSC, in particular technical cooperation among developing countries. In line with the spirit of South – South Cooperation, Malaysia through the MTCP shares experience and expertise in development to other developing countries.

MTCP emphasizes on human resources development programs by providing training programs in various areas that are important and needed in the development of a State such as public administration, good governance, health care, education, sustainable development, agriculture, poverty alleviation, investment promotion, ICT, and banking.

MTCP goals

MTCP has the following objectives:

- Sharing of development experience with other countries
- Strengthening bilateral relations between Malaysia and other developing countries.
- Improving the SSC
- Increasing the technical cooperation

2.4.2. Organizational Structure

MTCP was originally administered by the Economic Planning Unit under the Prime Minister Department. To expand and strengthen the role and function of the MTCP, the Malaysian Government decided to transfer the MTCP management to the Ministry of Foreign Affairs. Under the Foreign Affairs Ministry, all MTCP program are expected to suit and support the foreign policy of Malaysia.

As the focal point of MTCP, Wisma Putra is responsible for establishing policy, funding, coordination, monitoring, and evaluation of all programs conducted by the MTCP.

2.4.3. Funding

MTCP funding program was started from 45 million ringgit Malaysia in 1980 and continues to increase as shown in the following figure:

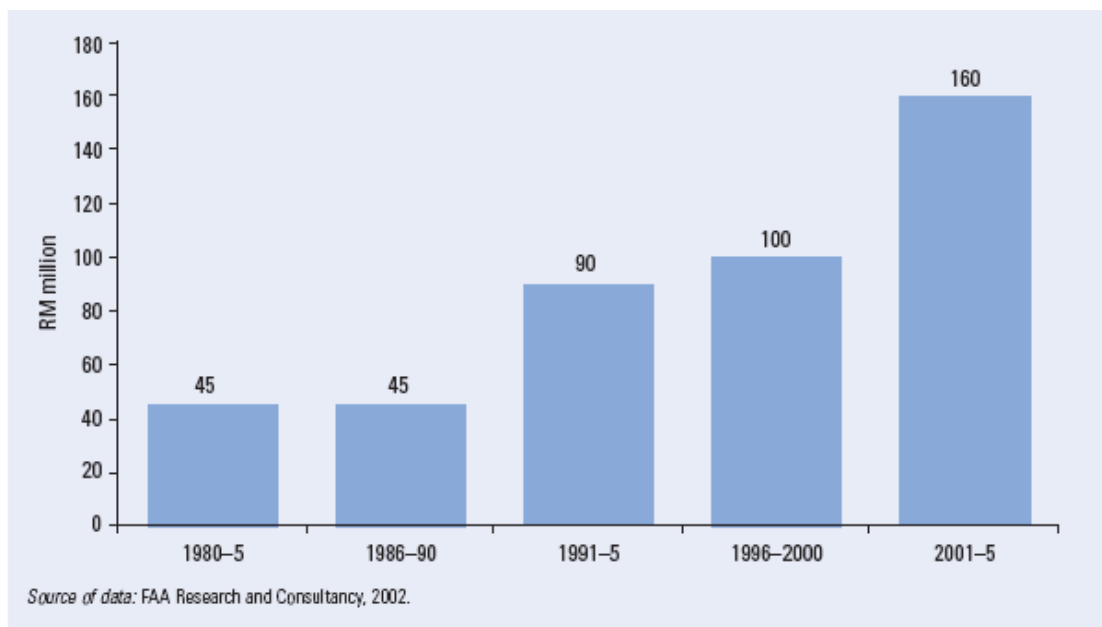


Figure 2.24. MTCP Funding

2.4.4. Program Implementation, Monitoring and Evaluation

MTCP assistance programs are primarily aimed at improving the quality of human resources. In more detail, MTCP programs are divided into:

- Short term courses, with three months duration or less and the average duration are four weeks. Short-term trainings are spread over in more than 20 training centres and governments and offer more than 60 topics per year. Some of the customized training programs are arranged in accordance with the requirements of a State.
- Long term courses which include the scholarship program for masters and PhD programs at five universities in Malaysia which are the Islamic University, Universiti Kebangsaan Malaysia, University Malaya, Universiti Putra Malaysia and Universiti Sains Malaysia. All participants must meet the requirements set by each university so that the quality of academic and education are reserved. Fields of study offered include economics, computer, social science, accounting, business administration, chemistry, biology, pharmacy, education, and engineering.

- Study visit / attachment program provided at the request of a State with duration between 1-2 weeks to study visit and a longer time for the attachment program. In some programs, MTCP also collaborates with other agencies such as UNDP and the Islamic Bank, and in some cases also financed by a state that sends its experts.
- Advisory services; is a relatively new program to expand the scope of MTCP activities. The program is conducted by sending experts to countries that make a request, mainly for state income improvement programs in order to alleviate poverty.
- Project-type assistance; MTCP develop selectively its programs in project aids for countries experiencing a difficult period of transition and need humanitarian assistance.
- Third-country technical cooperation; in this program, MTCP collaborates with other agencies such as UNDP, ESCAP, UNIDO, JICA and so forth in the provision of specific expertise and also works together with local agencies such as INTAN, IDFR, UPM, and so forth.

In 2006, the MTCP programs have reached 136 countries, 47 countries in Africa, 34 in Asia, 30 in South America and the Caribbean, 14 in the Pacific Islands, and 11 in Eastern, Central Europe and the CIS. Here are the largest recipient countries by the number of participants who received training:

- Indonesia
- Myanmar
- Cambodia
- Vietnam
- Philippines
- Sri Lanka
- Thailand
- Lao PDR
- Bangladesh
- Sudan

All of MTCP programs are organized based on the Development Plan prepared by the Government of Malaysia once every 5 years. In the 9th Development Plan, stated that Malaysia will participate actively at the bilateral, regional, and multilateral remedy to enhance international cooperation in order to create fair and equitable international system as well as to achieve its national goals

2.5. ABC – Brazil

2.5.1. History

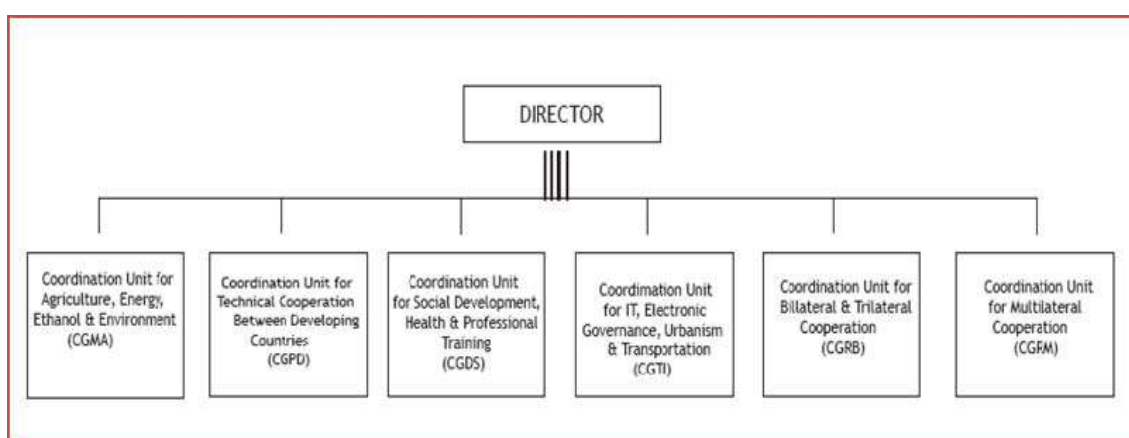
Since 1930 to 2003, Brazil had the design of foreign policy to promote national development. The Brazilian government's goal was achieved by two approaches. First, a centralized national development, more autonomy and more closed economy. Second, national development with liberalization approach and integrated with international markets and more open economy. From 1964 to 1969, liberal approach was applied in Brazil. After two decades, the Government of Brazil preferred a policy of national development as a key driver of foreign policy. Then, in 1990 Brazil had a direct restoration of democracy that tend to be more liberal foreign policy in Latin America. In 2003, Luis Inacio da Silva was the elected President of Brazil, and his election had an impact on foreign policy. The Brazilian government returned to its traditional policy, including the strengthening of relations with developing countries such as SSC and regionalism and universalism in foreign trade.

Brazil's Cooperation Agency (ABC) was formed to coordinate the Brazilian technical cooperation. Originally formed in 1959, the National Commission for Technical Assistance (CNAT) is characterized by the establishment of a national system of technical cooperation. In the CNAT there were representations from the Ministry of Foreign Affairs (MRE), sectoral ministries and the secretariat of planning (SEPLAN), and connected with the office of the president. CNAT got a mandate to determine the priorities for technical cooperation. In 1960, bilateral and multilateral project aids grew and were available for developing countries, and thus, the need to restructure the system of cooperation was a major concern. The 1969 Decree had made MRE SEPLAN got shared responsibility in the national system of technical cooperation, including the technical cooperation program to ensure alignment and priorities of the national development plans. At the SEPLAN level, the secretariat for International Technical and Economic Cooperation (SUBIN) was established to conduct the operational functions such as project analysis, project execution and monitoring evaluation. At the level of MRE, the Technical Cooperation Division (DCT) was established to regulate the political aspects of technical cooperation. In the early 1980s, this sharing responsibility did not seem so efficient and then ABC was formed in 1987 by the support of UNDP, which was part of the Fundacao Alexandre Gusmao (FUNAG), an organ under the MRE, a merger of the functions SEPLAN with SUBIN and MRE with DCT. In 1996, ABC integrated with the MRE with the general secretariat. Institutionally ABC is under the Ministry of Foreign Affairs (MRE) with a common sub-secretariat for cooperation and commercial

promotion. ABC is mandated to coordinate the technical cooperation for both bilateral and multilateral. Technical cooperation such as SSC, from the starting concept, execution and monitoring of project approval is in the coordination of MRE. ABC centralized system is still fragile; however, Brazil received a technical cooperation channeled through institutions such as SENAI.

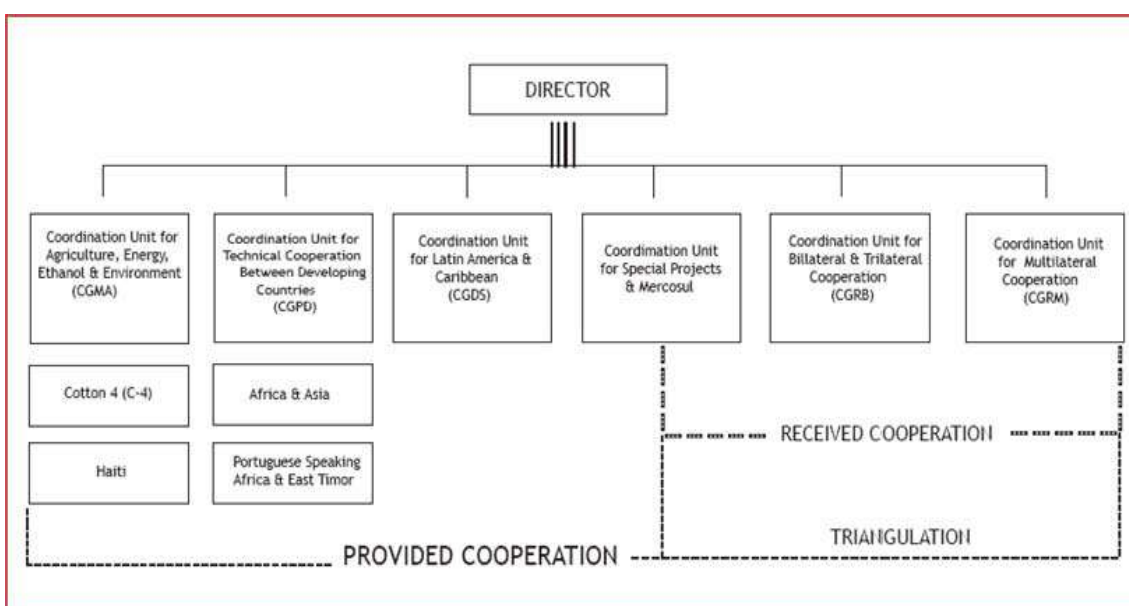
2.5.2. Organizational Structure

ABC is designed with a strong centralization, the units coordinate directly with the director. Here is the formal organization of ABC, but this is different in practice.



Source: Brazilian Technical Cooperation for Development (2010)

Figure 2.25. Formal Organizational Structure



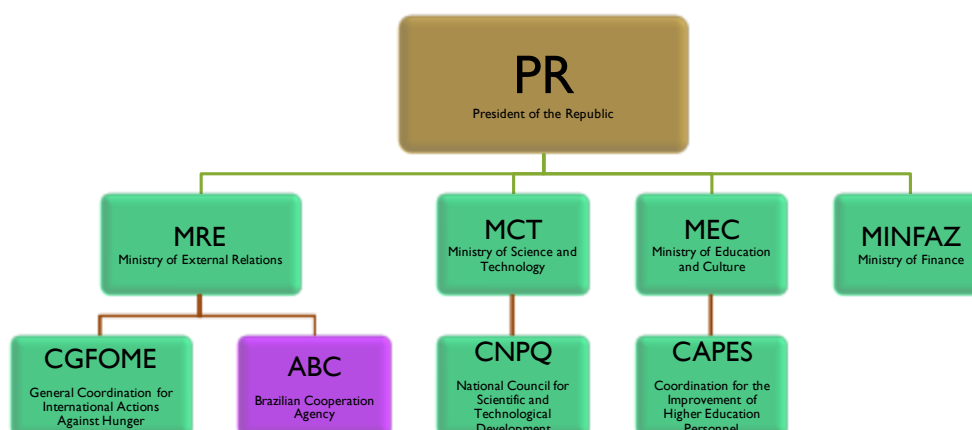
Source: Brazilian Technical Cooperation for Development (2010)

Figure 2.26. Organizational Structure in Practice

In principle, based on the geographical conditions, and themes. The majority of ABC's requests are the result of bilateral negotiations between Brazil and the recipient countries after consider the geographical conditions.

ABC still suffers staff shortages problem because their total staff is only about 160 people. However, about 100 people involved in 400 SSC direct projects in 58 countries. They are commonly contracted in the long duration. Assignment of permanent director is usually tailored to the management cycle and given to a senior diplomat. ABC has 10 overseas focal points which are distributed based on technical cooperation based on the hub and the Brazilian embassy. They are usually contracted for 2 to 2.5 years abroad in order to support the operational logistics and technical cooperation.

The ABC coordination mechanism with Brazil relevant government agencies is illustrated in the following chart



Source: Ministry of Foreign Affairs of Indonesia, 2012

Figure 2.27. Coordination Mechanism of ABC

2.5.3. Funding

One important element in the SSC is the funding. Brazil finances their own activities, the rest comes from donors and given directly to the recipient countries. But if the nature of the SSC is in the form of joint projects, it was probably sharing the funding. Funding from the Government of Brazil is usually not allowed to purchase equipment / supplies or building facilities.

ABC has allocated SSC to about 58 countries, 250 projects of total project SSC is located at 34 countries in the African region. Here are ten states that receive the largest SSC from Brazil.

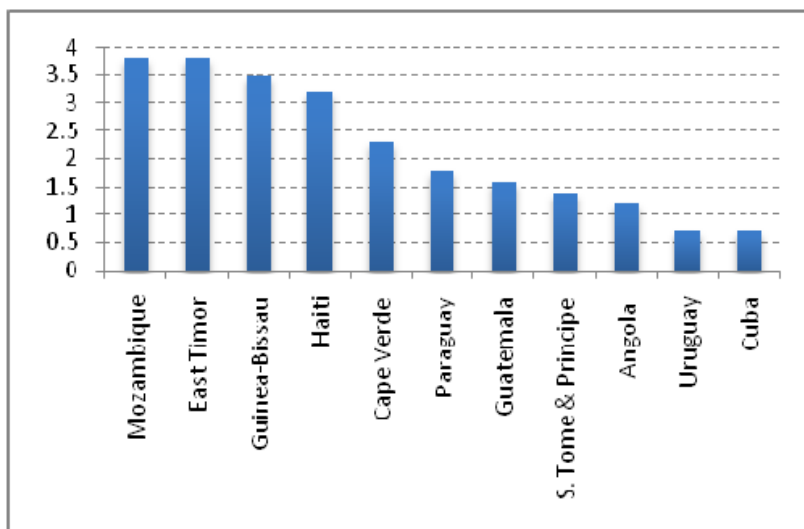
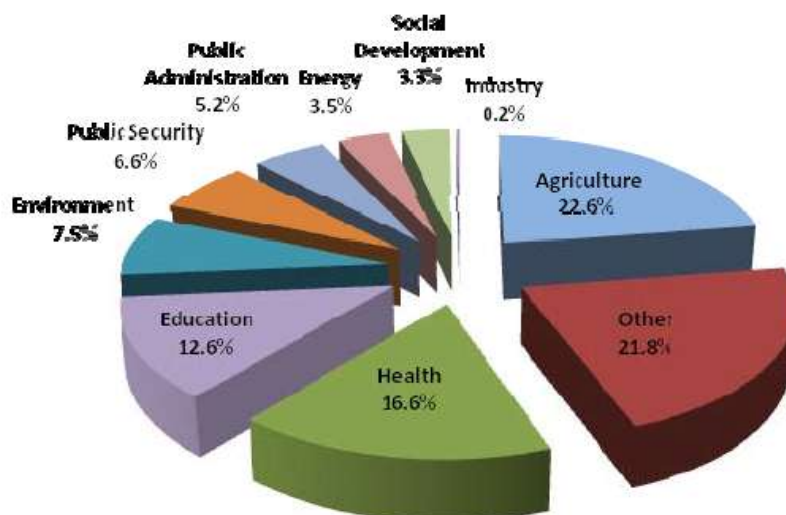


Figure 2.28. Top Ten Recipients of Brazilian Technical Cooperation

2.5.4. Implementation, Monitoring, and Evaluation

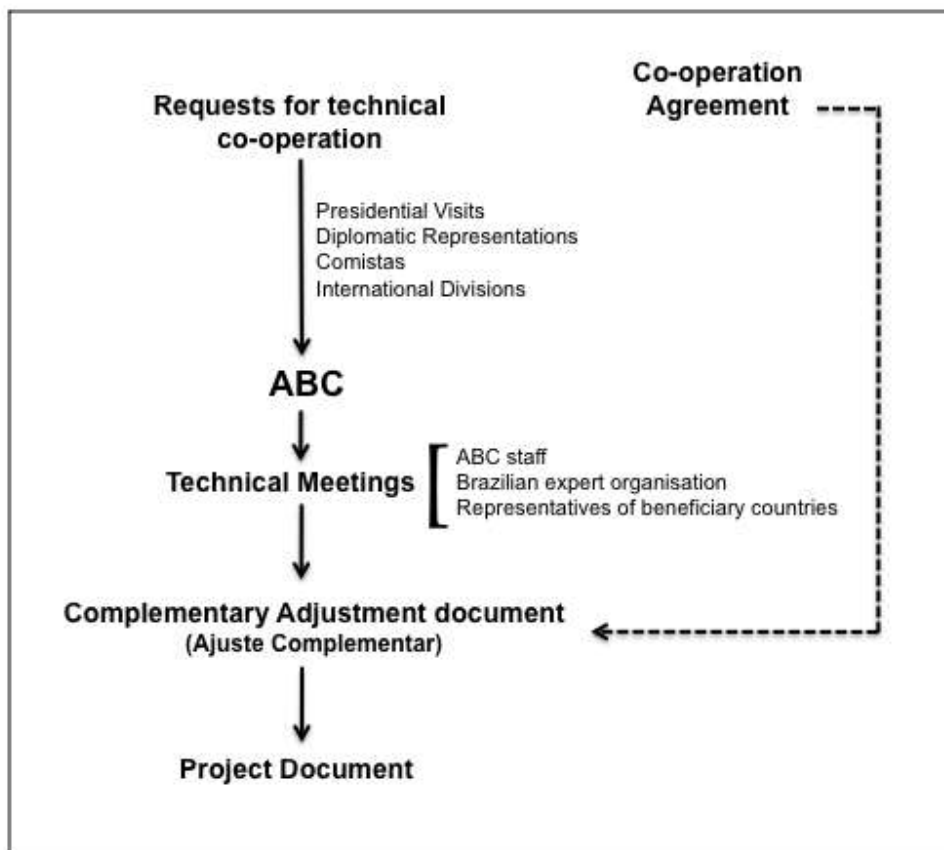
SSC technical cooperation was based on themes such as agriculture, health, and education. It represents the policies and programs of Brazil. ABC provided technical cooperation in the form of the know-how and skills of experts who work in an environment national and appropriate state partners based on predetermined area.



Source: ABC

Figure 2.29. ABC Distribution Allocation Technical Cooperation

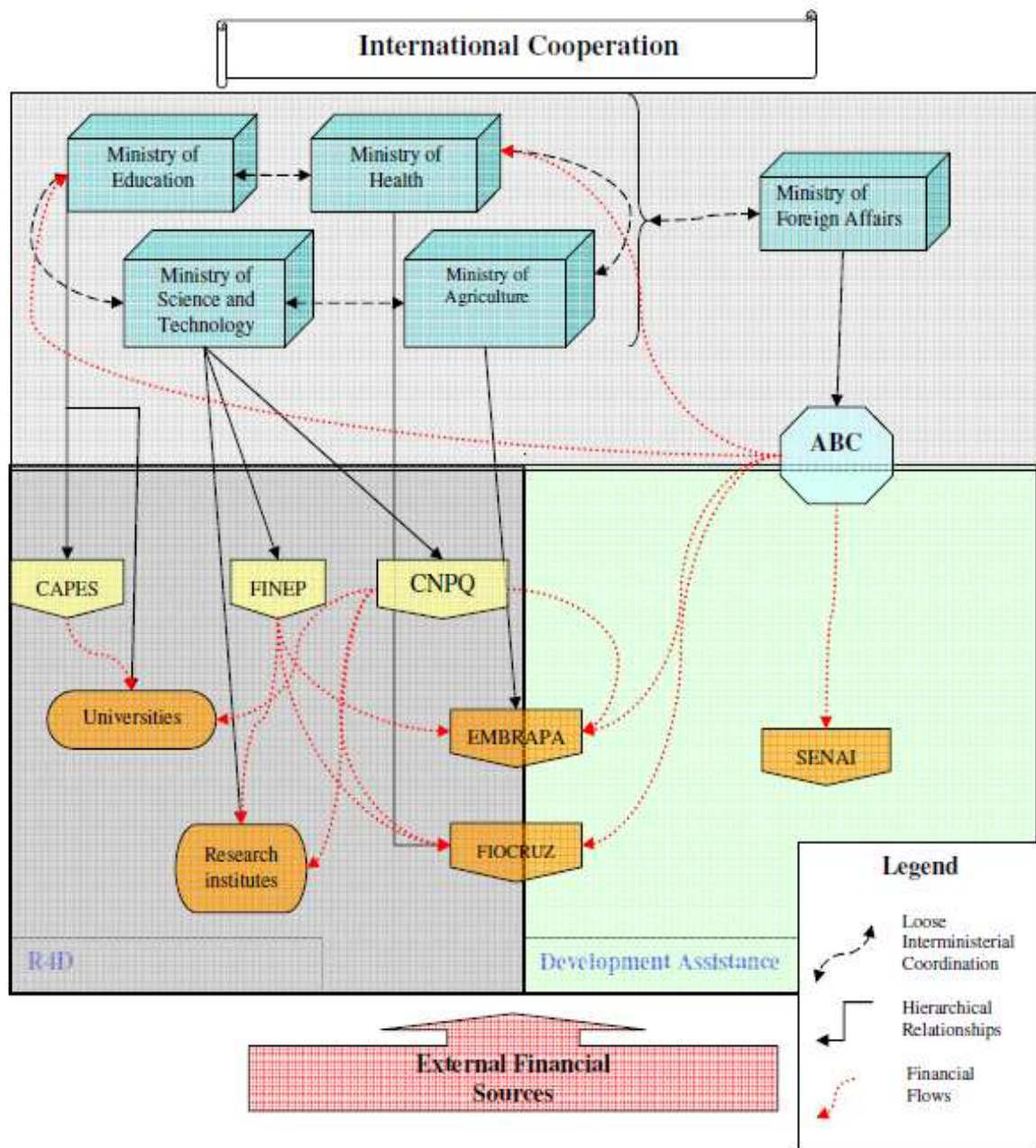
Here is the standard delivery mechanism of technical cooperation ABC:



Source: Brazilian Technical Cooperation for Development (2010)

Figure 2.30. Technical Cooperation Delivery Mechanisms by ABC

Monitoring and evaluation Effectiveness has impact on the implementation of the Brazilian technical cooperation. The weakness of SAP functions (Project monitoring system or *Sistema de Informações Gerenciais de Acompanhamento de Projetos*), has resulted in poor administrative records of every activity, so the access to information on the program was not effective. UNDP also helped solve problems of project assessment and management.



Source: ABC

Figure 2.31. Key Players, Financing Administration and Technical Cooperation Flow

2.6. TICA - Thailand

2.6.1. History

In terms of the South-South and Triangular Cooperation, the Government of Thailand formed the Department of Technical and Economic Cooperation - Department of Technical and Economic Cooperation (DTEC) in 1963 with the aim to promote economic and social development through international cooperation. The main function of this department was initially to coordinate the development cooperation program and to work with donor countries and international organizations. Furthermore, the mission was expanded to include technical cooperation by Thailand to other developing countries.

For over 40 years experience, DTEC has worked with partner countries to plan, implement and monitor the aid for development. Many of practical experience gained through the role of Thailand as the host country is now being applied to the technical and economic cooperation under the Thai International Cooperation Programme (TICP). Through the TICP program, Thailand is not only sharing their expertise but also providing a forum for participants from all over the developing world to exchange information and experiences. TICP reflects the principle of "*Technical Cooperation through Human Resources Development*" in which the experience of Thailand beneficial to social and economic development. Thailand became ODA donor in 1992, after many years of providing technical assistance, training, and scholarships to other developing countries with support from Japan and other donors of the Organization for Economic Cooperation and Development. In 1996, the government of the Kingdom of Thailand supports TICP on the grants program to reach 500 million baht (U.S. \$ 20 million). In the same year, the Export Import Bank of Thailand (EXIM Bank) provided loans to Myanmar for the development of the airport is U.S. \$ 150 million (3,750 million baht). These loans meet the OECD criteria for ODA. Thus, just before the Asian crisis in 1996, Thai ODA has reached a total of 4,250 million baht or U.S. \$ 170 million. or 0.13 percent of Gross National Income (GNI).

In October 2002, as part of a broader reform of the bureaucracy, DTEC was transferred to the Ministry of Foreign Affairs after about 30 years under the auspices of the Office of the Prime Minister. DTEC dissolved on October 18, 2004 and a new body "Thailand International Development Cooperation Agency (TICA)" was established to manage the technical cooperation provided by Thailand.

TICA's missions are:

- a. Promote good practices in technical cooperation
- b. Promote human resources and development of individuals and institutions capacity.
- c. Knowledge management in a more efficient
- d. Promote development cooperation as an important tool for economic, social and environment development in regional and sub-regional.
- e. Work together within the framework of partnership with major donor agencies to support developing countries.

TICA's objectives are:

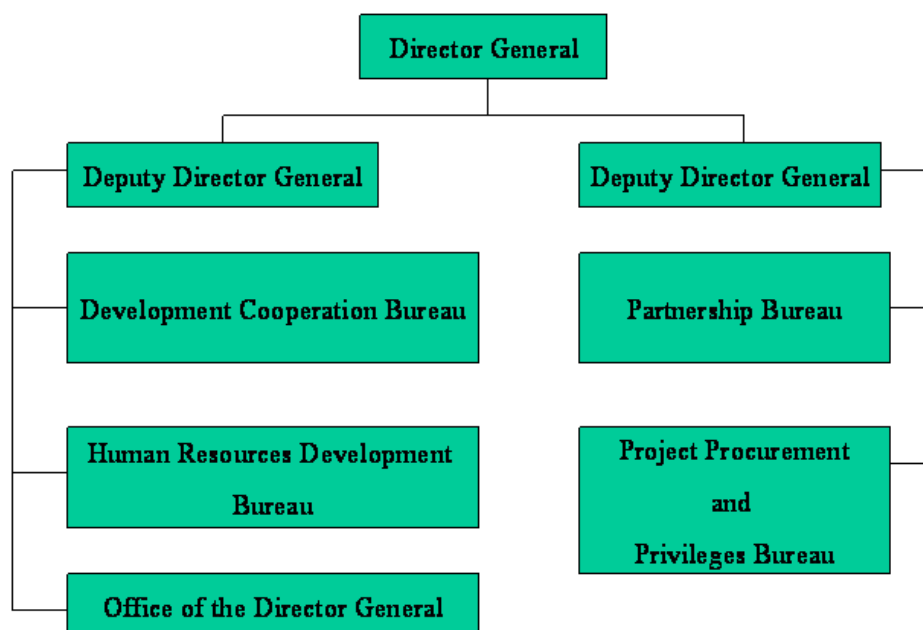
1. Support developing countries in reducing poverty by increasing their ability for sustainable development.
2. Strengthen cooperation at regional and sub-regional level to improve the social and economic development.
3. Extend the partnership for development and make it possible for Thailand to play a key role in Asia, Africa and Latin America.
4. Promote Thailand as a center for cooperation in development, and provide international best practices in education and training.

2.6.2. Organizational Structure

Under the Ministry of Foreign Affairs, TICA remains committed to its role in technical cooperation activities under the framework of bilateral, regional and multilateral. This removal coincided with the evolution of the role of Thailand in the international cooperation community that saw Thailand changed from being a recipient becoming the donor country.

The organizational structure is as follows:

THAILAND INTERNATIONAL DEVELOPMENT COOPERATION AGENCY



Source: TICA Profile

Figure 2.32. TICA Organizational Structure

2.6.3. Funding

Leading agency that provides Thai ODA is TICA, EXIM Thailand and Neighbouring Countries Economic Development Cooperation Agency (Public Organization) (NEDA). In 2007-2008, 40 percent TICA grant support were awarded to Laos, Cambodia, Vietnam and Myanmar. All NEDA grants and loans, and loans granted EXIM Thailand to Laos and Cambodia. One of the main reasons for the ODA provided by the Royal Thai Government is to reduce income inequalities and improve living standards in neighbour states. The success of the development of these countries is one of the highest priorities of foreign policy of Thailand.

ODA Grant provided by TICA, also by the Neighbouring Countries Economic Development Cooperation Agency (NEDA) - Public Organization under the Ministry of Finance, Department of International Organizations (DIO) under the Ministry of Foreign Affairs, and Prime Minister of Thailand. But TICA is the largest provider of social sector grants. TICA priority sector is including human resources and capacity building, agricultural development, education, health care, HIV / AIDS, and sustainable

development. ODA grants by TICA is not just to neighbouring countries but also to other developing countries in Asia, Africa, Latin America, the Caribbean and the Middle East. TICA also provides grants to international organizations that assist developing countries. While the NEDA at the Treasury Department in 2007 as the largest donor of ODA grants. Forms of assistance to support roads and other infrastructure projects in Cambodia and Laos. In addition to grants, NEDA also made concessions to support similar projects. While DIO provides grants to international organizations include the United Nations and the Asian Development Bank. A total of 17 ministries and institutions that provide ODA grants.

In addition to grants, ODA can be given in a form of loan, in which the Export-Import Bank of Thailand (EXIM Thailand) is the largest loan providers in Thailand. In 2004, Thailand ODA reached 8,064 million baht or U.S. \$ 202 million - equivalent to 0.19 percent of GNI Thailand. This is a higher percentage of GDP which is given by OECD donors in 2004, including Greece, Italy and the United States, and a similar percentage of the Japanese. Thirteen percent of Thai ODA in 2004 consists of grants and 87 percent of the loan. The pattern of Thai ODA between 1996 and 2004 are similar, where the largest portion is ODA loans. More than 90 percent of Thailand's ODA is going to developing countries – it is an unmatched percentage for any other OECD donors.

2.6.4. Implementation, Monitoring and Evaluation Program

Thai GDP has grown from 4.5 trillion baht in 2000 to about 7.75 trillion baht in 2006. Thailand's GDP per capita was about four to five times its neighbours in the Greater Mekong Sub-region: Cambodia, Myanmar, Laos, Vietnam, and China's Yunnan province. Thailand helps to neighbouring countries aim to narrow this gap and help to provide a better income and living conditions in neighbouring countries. Sectoral focus areas (to Help Thailand) include:

- Transportation - to improve regional infrastructure links
- Telecommunications - develop a regional network
- Energy - to promote alternative energy and ensuring energy security
- Agriculture - promoting co-production through contract farming
- Tourism - promoting regional ecosystems and tourism
- Trade and Investment - increase the legal / regulatory and customs procedures
- Environment - conserving biodiversity

For more details about Thai ODA assistance program, can be seen in the table below.

Table 2.6. Type of grant ODA

No.	Ministry or Agency	Priorities	ODA Support Provided
1.	Ministry of Agriculture and Cooperatives	Irrigation, flood management systems, avian flu, hybrid seed production, animal husbandry, and fisheries. Grant support to FAO.	Technical assistance, field tests in recipient countries, provision of equipment, study visits, international meetings and fellowships, support for international organisations.
2.	Ministry of Commerce	Foreign trade, trade negotiations, and export promotion	Fellowships, training and study visits
3.	Ministry of Education	Vocational education, teacher training, Thai language education, educational quality and equity, grant support to UNESCO.	Workshops, international meetings, study visits, scholarships, and training. Support for international organisations.
4.	Ministry of Energy	Hydro power, solar power, bio fuels, biomass generation of electricity and wind energy.	Field projects, training, international meetings and seminars
5.	Ministry of Finance	Tax management and research	Training
6.	Ministry of Public Health	HIV/AIDS, MCH, Dengue Hemorrhagic Fever, Pharmaceutical, Quality Assurance and Quality Control.	Technical assistance, training, fellowships, study visits, and international meetings
7.	Commission on Higher Education	Higher education in public health, science and technology, agriculture and animal husbandry, Thai language and culture, energy, hospitality and tourism, and faculty training and development.	Scholarships, faculty exchanges, joint research programmes. provision of software, training and study visits
8.	Ministry of Interior	Community development, Sufficiency Economy, rural and provincial electrification.	Technical assistance, and training
9.	Ministry of Justice	Legal and judicial development and narcotics control. Grant support to UNODC.	Contributions to international organisations, study visits, training, and international meetings. Support for international organisations.
10.	Ministry of Labour and Social Welfare	Social security, industrial rehabilitation and training	Field projects and study visits

No.	Ministry or Agency	Priorities	ODA Support Provided
11.	Ministry of Natural Resources and Environment	International water resources cooperation, ground water resource development and conservation, mineral resources, and ASEAN wildlife enforcement and conservation.	Study visits, provision of equipment, building of schools and water systems, field projects and training
12.	Office of the Prime Minister	Public relations (radio), civil service, management and leadership development	Fellowship and study visits, international meetings
13.	Ministry of Science and Technology	ICT, genetic engineering and biotechnology	Technical assistance, fellowships, international meetings, training and study visits
14.	Ministry of Social Development and Human Security	Disabilities, social welfare, prevention of human trafficking in the GMS.	Training and international meetings
15.	Bank of Thailand	Banking practices, auditing, stock exchange development, calculation and forecasting of core inflation, foreign exchange management, and foreign investment flows.	Technical assistance, fellowships, study visits,
16.	Ministry of Tourism and Sports	Physical education and tourism development.	Fellowships and international meetings
17.	Ministry of Transport	Airlines, and railroads	Seminars and training

Source: TICA, 2009

Monitoring and evaluation of Thailand's ODA in 2002-2003 was rather difficult, because there was no institution that integrates the activities of ministries and institutions related to ODA activities. Ministry of ODA allocated from their budgets. Instead of determining the overall budget of ODA which is then distributed to the relevant ministry as a technical institute. This leads to difficulties in obtaining accurate information and analyzes on this ODA activities. Therefore, to facilitate data collection, Data Collection Sub-Committee on ODA was established in 2004, chaired by the Director General of TICA. This ultimately will lead to better coordination among the Ministries and Institutions related to ODA, as well as more comprehensive information. It is also supported by the entire data Thai ODA which are already computerized and can be accessed by the Ministry and related institutions and the government of Thailand.

2.7. GIZ – Germany

2.7.1. History

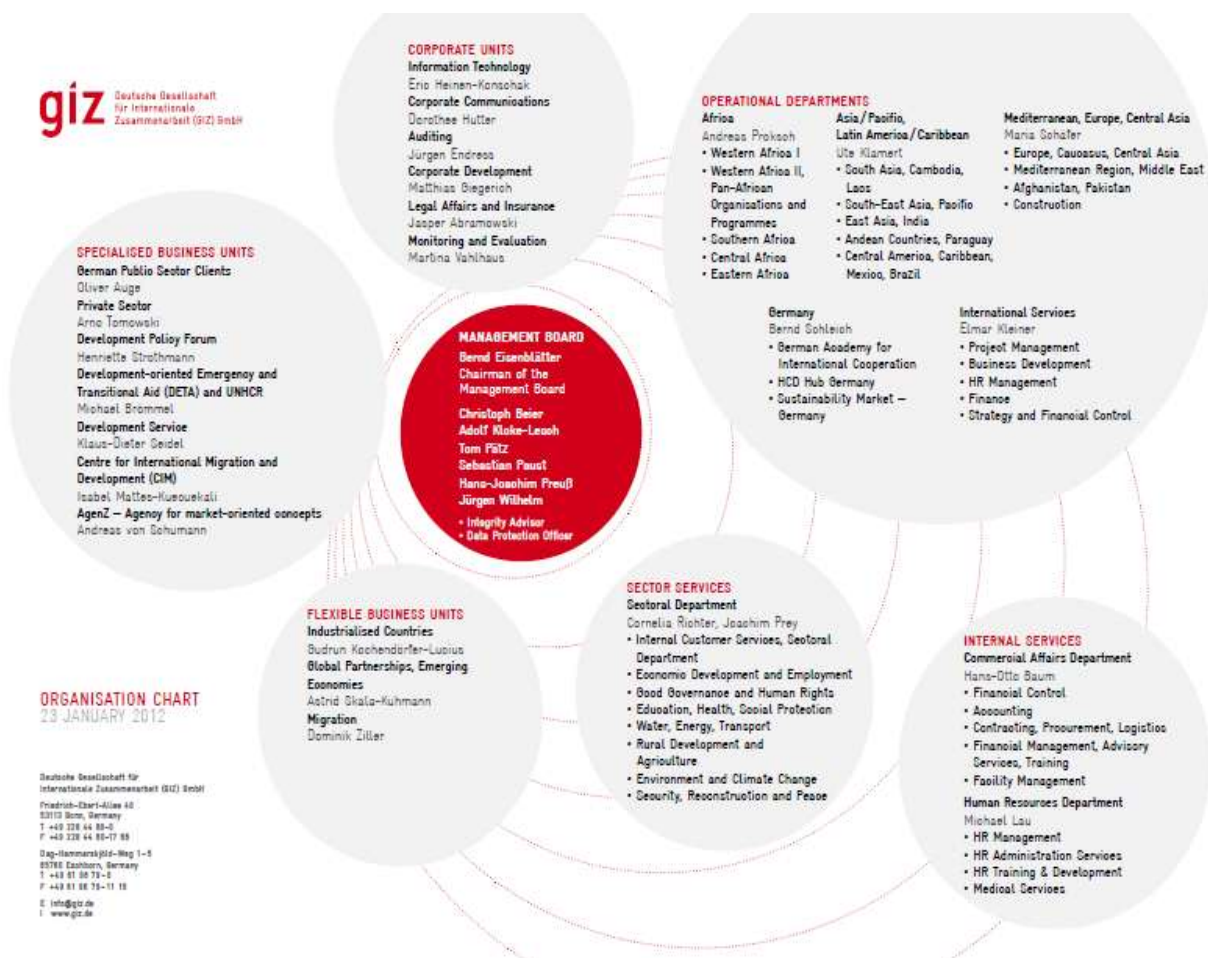
At first GIZ was a specialized institution in the form of technical cooperation. The institute was named *Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH*. GTZ was owned by the private sector to support the German Government in achieving the objectives of development policy. GTZ was a federal (private) based in Eschborn near Frankfurt am Main. The company was founded in 1975 as a company under private law. The company's main client is the German Federal Ministry for Economic Cooperation and Development (BMZ). The BMZ contracted implementing organizations (implementing agencies) to realize the development project and programs policy of the German government.

GTZ was responsible for technical cooperation with partner countries. The company also operated on behalf of other German ministries, governments in other countries and international clients, such as the European Commission, UN and World Bank, or on behalf of private clients. GTZ worked for the public. All surplus generated is channelled back into the sustainable development project of international cooperation that they have.

Then on January 1, 2011 the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* was established, bringing together the expertise of *Deutscher Entwicklungsdienst (DED) gGmbH* (the German development service), *Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH* (the German technical cooperation) and *InWent* - Increased International capacity, Germany.

2.7.2. Organizational Structure

GIZ has two offices in Germany, in Bonn and Eschborn. GIZ also has two representations, namely in Berlin and in Brussels, as well as 16 locations throughout Germany. GIZ also operates in 90 offices around the world.



Source: GIZ Website, 2012

Figure 2.33. GIZ Organizational Structure

GIZ sole shareholder is the Federal Republic of Germany that is represented by *the* Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal Ministry of Finance (BMF).

2.7.3. Funding

GIZ previous organizations were DED, GTZ and InWEnt. The total volume of business until the year 2010 was EUR 1,851.5 million, consisting of:

- Federal Ministry for Economic Cooperation and Development 1.264,5 million
- German public sector clients 179,9 million
- International Services 272,4 million
- Co financing 149,2 million

2.7.4. Program Implementation, Monitoring and Evaluation

GIZ provides assistance both from the demand-driven, tailor-made and effective-services for sustainable development. To ensure participation of all stakeholders of GIZ, a holistic approach based on the values and principles of German society is used. GIZ also facilitates change and empowerment for countries that are wishing to implement sustainable development. Therefore, GIZ provides guidance on the concept of sustainability of development by considering the political, economic, social, and ecological factors. GIZ partner also supports local, regional, national, and international levels to design a strategy and policy development.

GIZ operates in various fields, namely economic development & employment promotion; governance and democracy; security, reconstruction, peace building and civil conflict transformation; food security, health and basic education; and environmental protection, resource conservation and climate change mitigation. In the meantime GIZ determines the themes of their projects every five years. The themes of the projects currently are:

- Good Governance
- Rural development
- Sustainable infrastructure
- Security and reconstruction
- Social development
- Environment and climate change
- Economic development and employment
- Cross-sectoral themes

Most of GIZ's responsibilities are determined by the German Federal Ministry for Economic Cooperation and Development. GIZ also works for other ministries such as the Federal Foreign Office, the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, the Federal Ministry of Defence, the Federal Ministry of Economics and Technology and the Federal Ministry of Education and Research even at the level of states, Municipalities, public sector, as well as private sector.

GIZ uses the quality management system that is internationally recognized model of the European Foundation for Quality Management (EFQM) in carrying out his project. Monitoring and evaluation are fully integrated in the process of managing contracts and cooperation at GIZ who later performed regularly reviews whether the project is qualified and has been working effectively.

2.8. AusAID – Australia

2.8.1. History

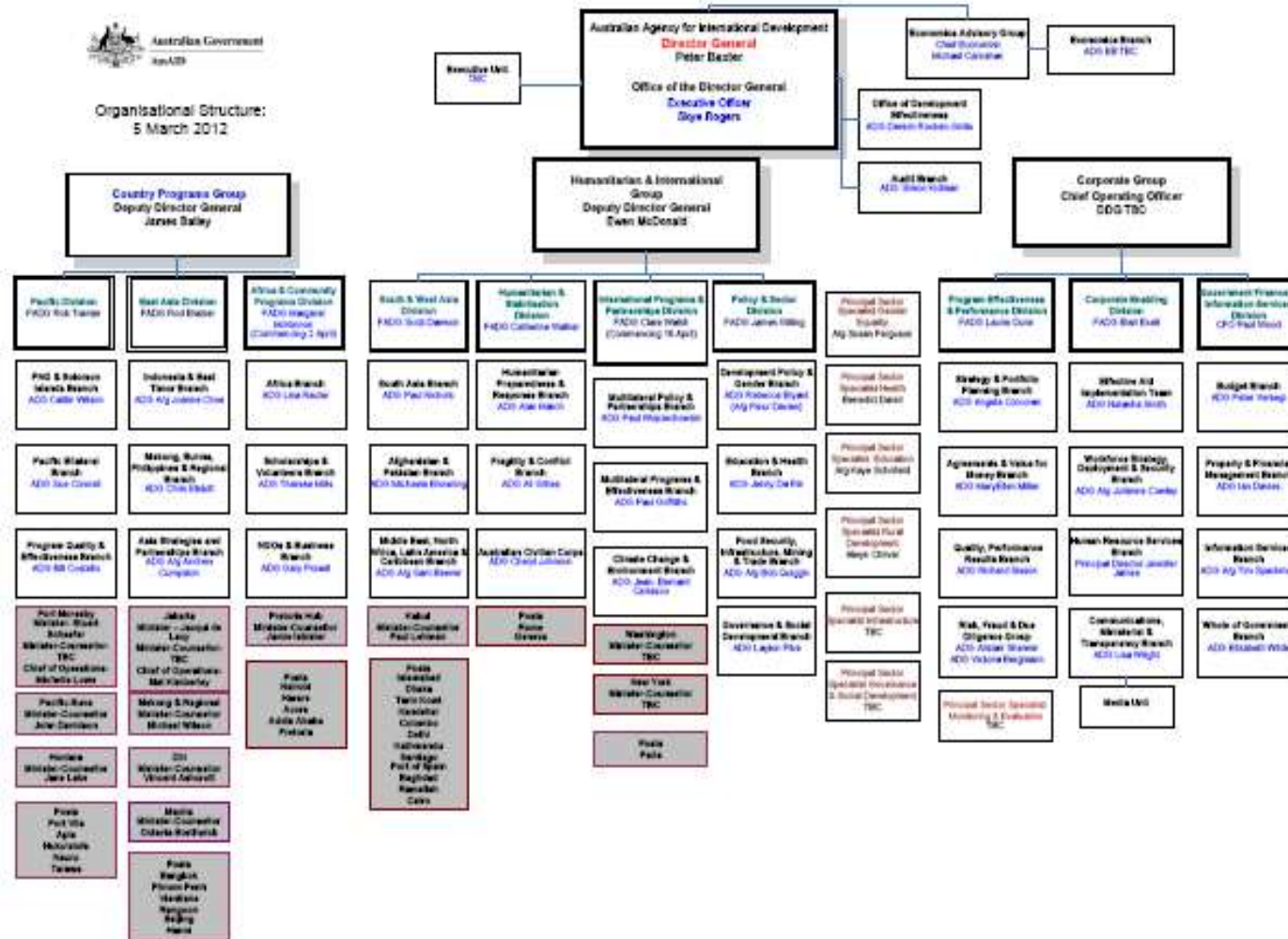
The Australian Agency for International Development (AusAID) is an Australian government agency whose responsible for managing Australia's overseas aid programs. AusAID is an executive agency within the Foreign Affairs portfolio and reports to the Secretary of State. The main purpose of AusAID is to help reducing poverty in line with Australia's national interest to promote stability and prosperity in the region and the world in general. AusAID provides advice and support to the Secretary of State related to development policy, planning and coordination of poverty reduction activities and cooperation with developing countries. AusAID also leads and coordinates Australia's response to humanitarian and represented Australia in international development forums. Long history of AusAID can be seen in the following description:

- AusAID was founded in 1974 and was originally known as the Australian Development Assistance Agency (ADAA). These institutions take the role of several other Australian government departments in the aid program to Papua New Guinea since 1946
- In 1976 ADAA became the Australian Development Assistance Bureau (ADAB) and its portfolio was part of the Department of Foreign Affairs.
- In 1987 ADAB changed to the Australian International Development Assistance Bureau (AIDAB).
- In 1995 AIDAB turned into AusAID, the Australian Agency for International Development, as we know it today, and in July 2010 AusAID became executive agency in the portfolio of Foreign Affairs and Trade.

2.8.2. Organizational Structure

AusAID is committed to evaluate and enhance Australia's aid program as well as to collect, analyze and publish data development and other information. AusAID has its headquarters in Canberra and has representatives in 37 Australian overseas diplomatic missions.

AusAID is headed by a Director General who oversees the two Deputy Director Generals (Country Programme Group and Humanitarian & International Group) and the Chief Operating Officer (Corporate Group). AusAID complete organizational structure can be seen in the figure below:



Source: AusAID

Figure 2. 34 Its structure AusAID Organization

2.8.3. Funding

The Australian Government is committed to provide funding of about \$ 4.836 billion for official development aid (ODA) in 2011 to 2012 in which \$ 4.087 billion of which will be managed by AusAID. Funding is primarily sourced from the central government budget (federal budget), which obtained among others from tax resident and citizen of Australia.

Total ODA funding is estimated 0.35% of gross national income (GNI) Australia, an increase from 0.33% in 2010 to 2011 period. The Australian Government is committed to continuously improve its ODA which is targeted in 2012 - 2013 will reach 0.38% of GNI, 0.42% of GNI in the year 2013 to 2014, while in the year 2014 to 2015 is expected to reach 0.46% of GNI and finally 0.5% of GNI in the year 2015 to 2016.

The following table shows Australia's ODA funds managed by AusAID and other Australian government departments:

Table 2.7. Australia's ODA funds

	Notes	Actual (\$m)	Budget Estimate (\$m)	Estimated Outcome (\$m)	Budget Estimate (\$m)
		2009-10	2010-11	2010-11	2011-12
AusAID Country Programs	a	2,439.7	2,654.9	2,682.7	2,991.6
AusAID Global Programs	b	825.3	966.7	992.3	1,095.4
AusAID Departmental	c	134.3	211.8	258.5	283.8
ACIAR	d	63.1	68.3	71.5	82.5
Other Government Departments	e	465.1	336.2	440.7	446.6
Adjustments	f	-13.5	-71.7	-144.7	-135.1
Funds approved but not yet allocated		0.0	183.1	60.7	71.4
Total ODA	g	3,914.0	4,349.3	4,361.8	4,836.2
Real change over previous year outcome	h			5.2%	8.4%
ODA/GNI ratio		0.32%	0.33%	0.33%	0.35%

Source: AusAID

In the year 2011 - 2012, Australia will provide bilateral assistance to 35 countries around the world, and will also help 78 other countries through a variety of regional and global assistance program.

Largest recipient of bilateral aid for the period 2011 - 2012 are Indonesia, Papua New Guinea, Solomon Islands, Afghanistan, and Vietnam, not unlike in the previous year, 2010 to 2011. From the total funds managed by AusAID, 73% is allocated to the State and regional aid programs. East Asia and the Pacific received most of this aid that is 33% and 31%, while the South and West Asia received 12%, and Africa, the Middle East and other regional receiving 11%. The remaining 13% allocated to the program cross regional, while 27% is allocated to multilateral and global initiatives, including humanitarian assistance, UN agencies, World Bank, Asian Development Bank, NGOs and other voluntary programs. For operational costs, AusAID spend 6% mainly to the cost of human resources and the cost of administering their programs including the cost of their offices in Canberra and 41 offices of their representatives abroad. AusAID currently has around 1,700 staff of both the citizens of Australia or international staff in which 42% are assigned overseas.

In more detail, the allocation of AusAID funding for various programs and the State can be seen in the table and figure below:

Table 2.8. Australia's ODA Funding Allocations Based on State and Regional Partners

Country/Regional Programs	Notes	Actual (\$m)	Budget Estimate (\$m)	Estimated Outcome (\$m)	Budget Estimate (\$m)
		2009-10	2010-11	2010-11	2011-12
Papua New Guinea		450.3	457.2	454.1	482.3
Solomon Islands	a	271.1	225.7	269.1	261.6
Vanuatu		63.6	66.4	59.1	70.1
Samoa		46.9	39.8	44.8	43.7
Fiji		42.5	37.2	36.0	37.5
Tonga		25.1	27.8	32.0	32.1
Nauru	b	25.5	26.6	29.3	26.2
Kiribati		18.1	23.9	31.5	28.2
Tuvalu		8.1	8.9	8.8	9.9
Cook Islands		4.6	5.0	4.5	4.4
Niue	c	3.9	4.4	4.7	4.6
North Pacific	d	5.7	10.4	8.4	10.7
Regional and Other Pacific	e	134.4	152.0	134.1	149.7
Pacific		1,099.6	1,085.4	1,116.3	1,160.9
Indonesia	f	458.3	458.7	446.0	558.1
Vietnam		131.9	119.8	127.4	137.9
Philippines		130.6	118.1	118.8	123.1
East Timor		127.0	102.7	112.0	123.7
Cambodia		74.3	64.2	68.0	77.4
Burma		33.1	48.6	49.0	47.6
Laos		46.4	41.0	50.0	42.1
China		41.1	36.8	35.7	35.7
Mongolia		7.6	7.4	9.4	12.2
East Asia Regional	g	66.5	95.1	105.7	108.0
East Asia		1,116.8	1,092.3	1,122.1	1,265.7
Afghanistan		113.3	123.1	141.2	165.1
Bangladesh		79.0	70.0	75.4	92.0
Pakistan		78.7	66.5	119.3	92.8
Sri Lanka		79.6	46.0	52.5	43.5
India		20.5	22.2	26.3	25.0
Nepal		25.9	18.4	26.1	26.6
Bhutan		6.8	5.4	8.1	8.0
Maldives		4.8	4.4	4.8	5.0
South and West Asia Regional	h	1.2	4.9	11.9	7.1
South and West Asia		409.8	360.9	465.4	465.0
Iraq		46.3	46.5	43.3	36.6
Palestinian Territories & Other Middle East		52.1	37.7	50.3	56.0
Africa		175.2	200.9	290.7	291.3
Africa and the Middle East		273.6	285.1	384.3	384.0
Latin America		12.2	16.2	17.4	27.2
Caribbean		24.6	23.6	21.6	20.7
Latin America and the Caribbean		36.9	39.8	39.0	48.0
Core contributions to multilateral organisations and other ODA not attributed to particular countries or regions	i	990.8	1,374.4	1,318.6	1,576.3
Adjustments	j	-13.5	-71.7	-144.7	-135.1
Funds approved but not yet allocated		0.0	183.1	60.7	71.4
Total Estimated ODA	k	3,914.0	4,349.3	4,361.8	4,836.2

Source: AusAID

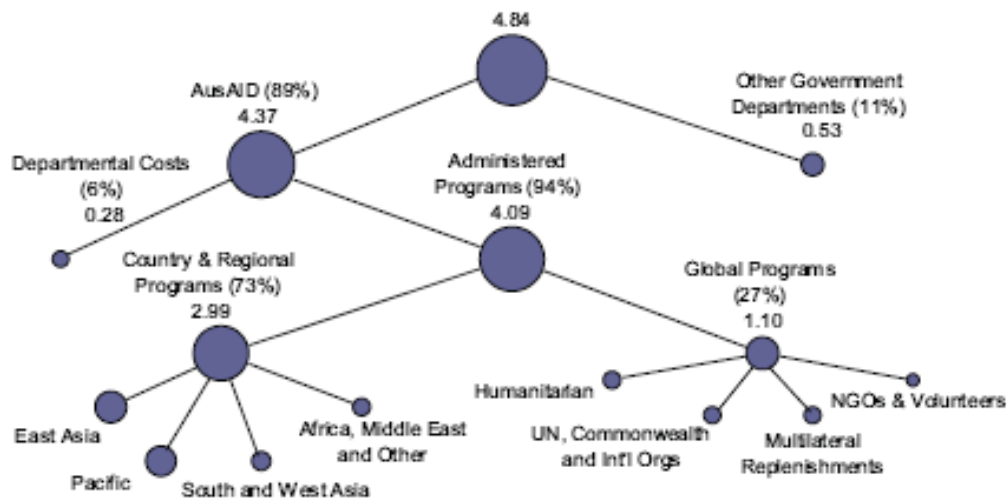


Figure 2.35. Australia's ODA Allocation Based on Program and Regional Areas

2.8.4. Implementation, Monitoring and Evaluation

AusAID is the Australia government agency that responsible for the Australian government aid program that has the following functions:

- Providing advice related to development policy
- Managing Australia's overseas aid program
- Planning and coordinating the activities of poverty reduction
- Evaluate and enhance Australia's aid program
- Collecting, analyzing, and publishing data and other information related to the development
- Leading and responding to disasters and humanitarian crises
- Representing Australia in the international development forum

For institutions that focus on development, AusAID intensely emphasises on activities related to the millennium development goals (MDGs) for the Developing countries, which are education, health, economic growth, democracy, economic reform and public sector, and humanitarian assistance. It can be seen in the figure below:

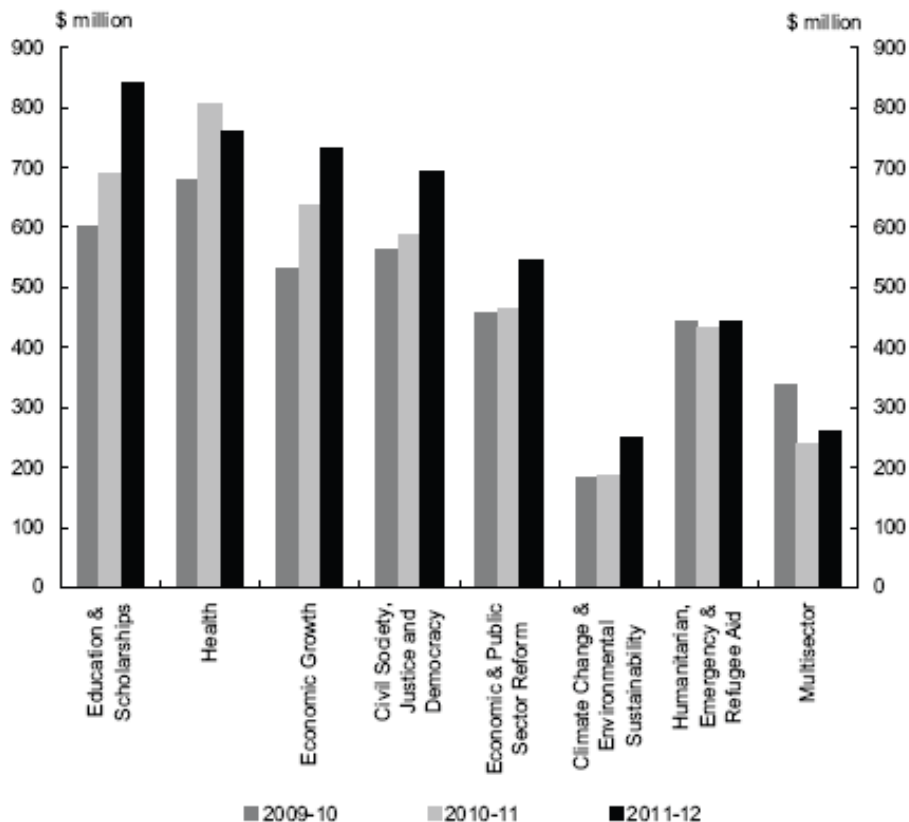


Figure 2.36. Progress in the Implementation Program by Sector Year 2009 - 2011

In the education sector, AusAID bilateral cooperation helps the children from poor families to access education especially in primary and secondary education (9 years) by constructing school buildings and removing or reducing the cost of school. In addition, AusAID also helps improving the quality and performance of education through teacher training, curriculum development, and introduce school-based management. AusAID also provides scholarships for students to study in Australia.

In the health sector, AusAID assists the government of partner countries to provide health care services and improve their public health care sector as well as helping the poor to access safe and healthy drinking water and improving sanitation facilities among others, by developing the necessary infrastructure.

In the field of sustainable economic growth, AusAID has a wider range of programs, including rural development, microfinance and financial services, transportation, energy and communications. With a variety of AusAID program hopes to reduce the level of poverty as one of the main goals of the MDGs.

AusAID also has a program in the areas of governance, especially to realize and enhance good governance. This program is applied to the strengthening of civil society, the judicial system and democracy. In addition, AusAID also applied the anti-corruption program and economic reforms and public sector. In addition to the above programs, AusAID also has programs in the field of climate change and the environment, humanitarian relief and refugees, as well as gender equality.

In running its programs, AusAID conducts a very strict monitoring system to enhance transparency and accountability for the funds they manage. AusAID is committed to improving transparency through:

- Ensure openness and transparency of its programs
- Publish in detail the various activities and programs, policies and plans as well as the results of its evaluation.
- Publicize all the information periodically in the useful and easy to use form
- Receive feedback from the public
- Allow anyone to use the information provided by AusAID

The Australian Government also has a strong commitment to ensure that programs are effectively run by AusAID. AusAID responded that such policies Performance Management and Evaluation properly, that are recognized by the Australian National Audit Office and also the peer review from OECD. Any assistance activities are evaluated each year based on the principle of quality and evaluated by an independent party after the event finished. Furthermore, a country report is prepared each year along with performance and progress on goals and strategies associated with the State. In addition, the Office of Development Effectiveness arrange an annual review of development effectiveness and conduct a comprehensive evaluation related to program management and program options in the future.

CHAPTER III

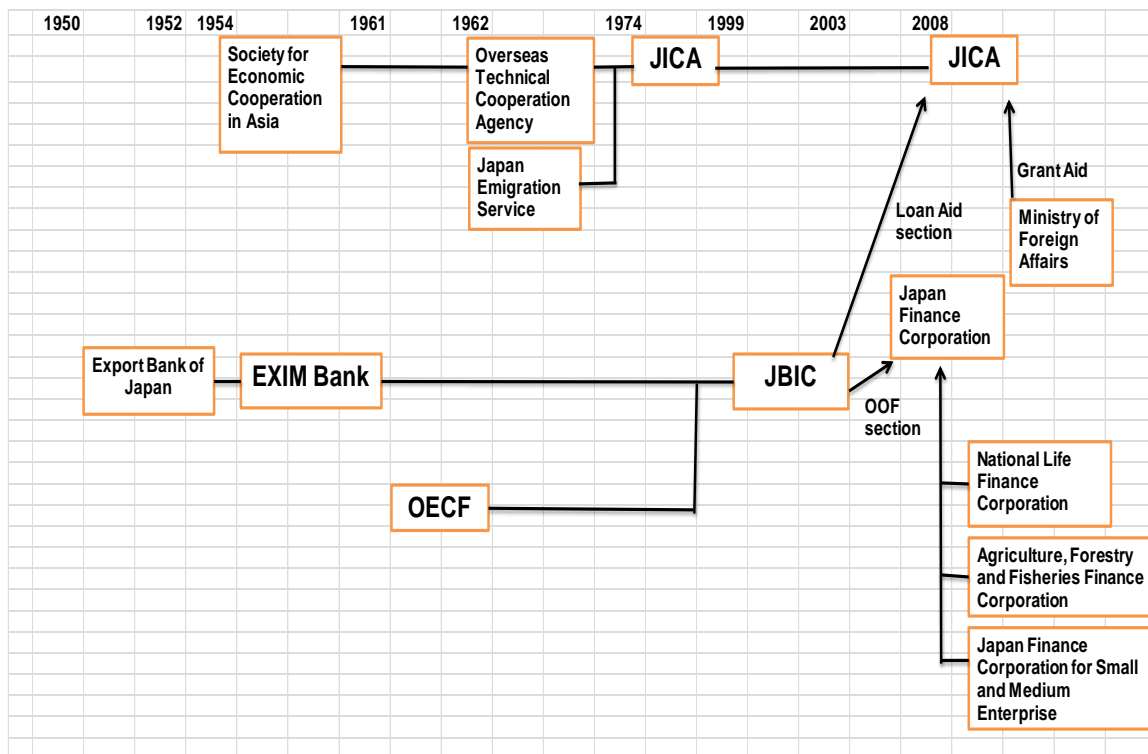
THE EVOLUTION OF SOME DEVELOPMENT PARTNERS

3.1. JICA - Japan

The following chart ((Figure 3.1) illustrates the institutional changes on the implementation of technical and financial cooperation in Japan.

- In January 1954, The Federation of Japan Overseas Associations was formed, in which there is an Asia community economic cooperation. Then in April, formed the Japan Asian Association and Japan Emigration Promotion, Co. Ltd. was formed in September.
- In June 1962 the Overseas Technical Cooperation Agency (OTCA) was established
- In July 1963 Japan Emigration Service (JEMIS) was established
- In April 1965 Volunteers Japan Overseas Cooperation (JOCV) Office was formed
- In May 1974 the Act of The Japan International Cooperation Agency was formulated, then in August, JICA was established and Statement of Operation Procedure was implemented in December.
- In April 1978, the legislation that was governing JICA was revised by adding the grant aid item into the activities of JICA
- In October 1983 the agency that concern about international cooperation in JICA was established
- In April 1986 Japan Disaster Relied Team was formed
- In July 1990, JOCV celebrates the 25th year anniversary, at that moment the member has reached as many as 10,000 people
- In January 1991, evaluation guidelines was published
- In September 1992, the environmental guidelines for public infrastructure projects was published
- In August 1995, an evaluation report was published
- In June 2000, JOCV had managed to collect as many as 20,000 people for volunteers
- In January 2001, JICA became an independent institution
- In June 2002 an evaluation committee was established
- In October 2002 the transparency of information systems was launched
- In October 2003, JICA was re-launched as an independent institution
- In May 2007, countries that receive ODA from JICA was as many as 100 countries

- In October 2008, JIBC (Overseas Economic Cooperation Operations) and some activities of grant aid under the coordination of the Ministry of Foreign Affairs of Japan are integrated in the activities of JICA



Sources: Naoko, 2012

Figure 3.1. Institutional evolution JICA

3.2. KOICA – Korea

The Korea International Cooperation Agency (KOICA) is a Korean government agency under the Ministry of Foreign Affairs and Trade of the Republic of Korea, which was formed by the following stages:

- Early 1980s, the Korean government designed a program for the purpose of sharing his experience of rapid and dynamic development based on the spirit of SSC.

- In 1982, Korea conducted government joint technical assistance program, namely the International Development Program (IDEP) in the form of activities to invite government officials and policy makers to participate in a training course which consists of lectures, seminars, workshops, and field trips, and been continued with other activities.
- In 1987, the Korean government established the Economic Development Cooperation Fund, or the Economic Development and Cooperation Fund (EDCF) through soft loans for development projects submitted to governments of developing countries.
- In 1991, KOICA has established. It has responsibility for Korea's grant aid program and plays an important role in the Korea implementation on Official Development Assistance (ODA).

3.3. TIKA – Turkey

Turkey has been providing development assistance since the 1970s. Along with the development of the economy which is getting better, amount of aid will also continue to increase and Turkey has transitioned from the recipient country to 'net donor' country. To handle the greater development aid, the Turkish government set up a Turkish International Cooperation and Development Agency (TIKA) in 1992 which operates under the affiliation of Prime Minister and the Foreign Ministry.

3.4. MTCP – Malaysia

Institutional development of the Malaysian Technical Cooperation Programme (MTCP) can be seen in the following description:

- MCTP began in 1978 at a first meeting of heads of Commonwealth countries government in Sydney, Australia.
- Then MTCP was officially launched on 7 September 1980 in New Delhi, India, at the meeting of heads of Commonwealth countries government.
- Since its establishment, the MTCP has being managed by the Economic Planning Unit, under the coordination of the Prime Minister Department.
- Since 1 January 2010, the Government decided that the management of MTCP Malaysia is under the Ministry of Foreign Affairs to strengthen and expand the range of MTCP program.

3.5. ABC – Brazil

Brazilian Cooperation Agency (ABC) was formed in 1987, but in earlier period this institution had evolved as follows:

- In 1959 the National Commission for Technical Assistance (CNAT) was established and it is characterized by the implementation of a national system of technical cooperation. CNAT composed of representatives of Ministry of External Relations (MRE), Sectoral ministries, and the Secretariat of Planning (SEPLAN) that were connected directly to the president.
- In 1960, growing number of multilateral and bilateral assistance provided to developing countries.
- In 1969, a decree to set up a joint responsibility between SEPLAN and the MRE on the national system of technical cooperation was issued. At the level SPLAN, SUBIN (Sub-Secretariat for International Technical and Economic Cooperation) was established to support operations functions such as project analysis, execution and evaluation. At the level of MRE, DCT (The Technical Cooperation Division) was established which regulates the political aspects of technical cooperation. In the 1980s this joint responsibility is considered inefficient.
- ABC was formed in 1987 (Brazilian Cooperation Agency) by the help of UNDP, as part of the MRE in cooperation with SEPLAN.
- In 1996, ABC and MRE were integrated with the General Secretariat

3.6. TICA – Thailand

Thailand International Development Cooperation Agency (TICA) was formed in 2004 with the establishment evolution as follows:

- In 1963, for the South-South Triangular Cooperation, Government of Thailand formed the Department of Technical and Economic Cooperation (DTEC) in order to promote economic and social development through international cooperation which was extended to include technical cooperation by Thailand to other developing countries.
- On October 2002, as part of a broader reform of the bureaucracy, DTEC was transferred to the Ministry of Foreign Affairs after about 30 years under the auspices of the Prime Minister.

- On October 18, 2004 DTEC was dissolved and a new body of Thailand International Development Cooperation Agency (TICA) was established to manage the technical cooperation provided by Thailand.

3.7. GIZ – Germany

Here is the process of GIZ institutional evolution:

- Starting with the GTZ which was established in 1975 as a company under private law. GTZ is owned by the private sector to support the German Government in achieving the objectives of development policy.
- Formed on January 1, 2011 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH brings together the expertise of the Deutscher Entwicklungsdienst (DED) gGmbH (the German development service), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (the German technical cooperation) and InWent - Capacity Building International, Germany.

3.8. AusAID – Australia

AusAID's history started in 1974, it served to manage Australia's overseas aid program. AusAID institutional evolution can be seen in the following description:

- AusAID was established in 1974 and was originally known as the Australian Development Assistance Agency (ADAA). These institutions take the role of several other Australian government departments in the aid program to Papua New Guinea since 1946
- In 1976 ADAA became the Australian Development Assistance Bureau (ADAB) and is portfolio part of the Department of Foreign Affairs.
- In 1987 ADAB was changed to the Australian International Development Assistance Bureau (AIDAB).
- In 1995 AIDAB changed to AusAID, the Australian Agency for International Development, as we know it today and in July 2010, AusAID became executive agency in the portfolio of Foreign Affairs and Trade.

CHAPTER IV

SSC-INDONESIA AND THE COMPARATIVE DEVELOPMENT PARTNERS

4.1. Legal Framework

Currently, SSC coordinating team does not have strong legal protection in carrying out their duties. Strong legal framework is necessary for SCC so it can be institutionalized and accountable, with clear accountability and governance mechanisms.

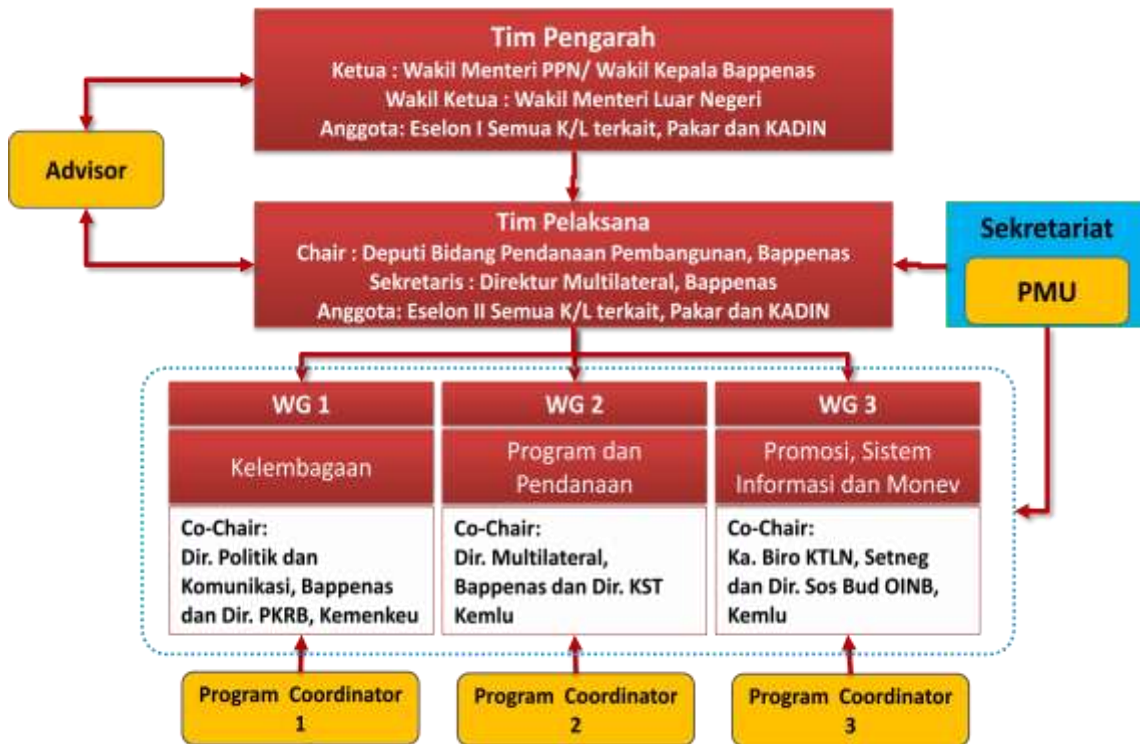
Framework of national laws relating to the management of foreign aid is still in a position to put Indonesia as the host country. Change and improvement of Indonesia becoming a middle-income countries call for efforts to begin to change the paradigm as the country gradually proceeds to provide assistance. Stages of change will be reflected in the preparation of the legal framework. It is very important so that the transformation process can be implemented with sufficient legality.

Strengthening the legal framework is the basis for strengthening institutional mechanisms and for the preparation of more operational procedures. Institutional assessment of an organization that involves the elements of the government, the private sector (including civil society organizations / CSOs) cannot be separated from the overarching legal framework. Therefore, this institutional review begins with reviewing the law underlying the SSC-Indonesia.

4.2. Institutional framework

The basic institutional framework in the implementation of the SCC is divided into two categories: the first is the agency that serves as a coordinator, and the second is an institution that plays a role in the implementation of the SSC. The coordinating agencies are the Ministry of Planning / National Development Planning Agency, Ministry of Foreign Affairs, State Secretariat, and Ministry of Finance. While the agencies that play a role in the implementation of the SCC include the Ministry / Department like Ministry of National Education, Ministry of Agriculture, Ministry of Communications, Ministry of Public Works, Ministry of Commerce, Ministry of Industry, Ministry of Health, BKPM, BKKBN, and others. Furthermore, the implementation of the SCC will continue to be directed to involve the construction of the three pillars of government, private sector and the community more actively.

Below is a draft organizational structure of SSC Coordination Team:



Source: Tim Koordinasi SSC

Figure 3.2. Draft Structure of the SSC Coordination Team

4.3. Programme Framework

SSC program has been focused on technical cooperation program. By shifting the focus on the development cooperation program through ongoing technical cooperation, the next SSC program will be expanded through economic cooperation, political, social-culture, and science and technology that are coordinated to provide benefits to the parties involved mutually (win-win-win solution).

Meanwhile, to meet the SSC program priorities, the development cooperation program will be arranged according to thematic issues that combine program development cooperation, science and technology, economic, and political-social-cultural. Potential areas of excellence will be developed in accordance with Indonesia strengths and other supporting factors.

In the implementation of the SSC-Indonesia, a whole series of cooperation will lead to the integration process and strengthening the development cooperative relationship through technical cooperation of mutual benefit through the fields of development, science and technology, economic, political, social and cultural. The series are aimed at improving cooperation sustainable development of recipient countries and Indonesia. Cooperation programs will be implemented in stages and are based on agreements with related parties that had been implementing various cooperation. The form of SSC cooperation such as:

1. Development Cooperation

- Technical Cooperation

Development cooperation through technical cooperation for developing countries is essentially a process whereby two or more developing countries implement development programs individually or collectively through the exchange of knowledge, expertise / skills, resources and technical knowledge. Technical cooperation is one of the pillars of SSC which is mostly done by developing countries.

Implementation of technical cooperation in SSC-Indonesia in the future is directed and prioritized to provide technical cooperation to the expansion of cooperation on the formation of sustainable development through the implementation of an equal partnership between the southern states.

Implementation of technical cooperation in the next SSC focused through: (i) training program, (ii) the assignment of professional experts, and (iii) scholarship

2. Science and Technology Cooperation

Development of science and technology is no longer a dominance of developed countries. Many southern states develop the technology in accordance with the conditions and culture held by developing countries, even countries like India, China and Brazil have been an innovator of technology that can meet the needs of developing countries. The challenge faced by southern countries in science and technology is how to minimize the difference (gap) between the capacities of countries of the South with the North. Another challenge is how to mobilize science and technology in developing countries to assist the development of fellow developing countries.

Research and development capacity of Indonesia in areas such as agriculture, farm/ranch and technology has gained recognition in developing countries. Several research institutions and science and technology development of Indonesia which are considered to be good such as *Balai Besar Inseminasi Buatan Singosari*, *Pusat Penelitian dan Pengembangan Pemukiman* in Bandung, *Sabo Technical Centre* in Yogyakarta and *Pusat Pengembangan Ilmu Pengetahuan dan*

Teknologi (PUSPIPTEK) from LIPI require attention to be developed further within the framework of SSC.

3. Political, Social and Cultural Rights Cooperation

Political, social and cultural rights cooperation in SSC focused on the areas of capacity building, education and tourism.

- In the political sphere, Indonesia in principle, supports efforts toward Palestinian independence. Support from Indonesia is not only translated into political support, but also applied in the form of tangible support for the provision of capacity building programs
- In education, strengthening the role of Indonesia in the field of education in international forums, such as the Education-9 which was formed in 1993 and the Education for All initiative. Strengthening the scholarship program, teacher training and development of sister school program. The potential for a good college can be developed to the cooperation between universities in the southern states through the double degree program; Cooperation in education between the southern states is expected to further enhance people to people contact in building innovative and effective solutions among developing countries.
- The field of tourism in developing countries has been a growing phenomenon. However, in the context of the SSC, the field of tourism has not received much attention. In the field of tourism, developing countries have comparative advantages in comparison with developed countries. This is because developing countries have extraordinary natural resources and exotic and authentic culture. In the context of comparative advantage in the field of tourism, Marrakech Declaration in December 2003 stressed the importance of promoting tourism in the SCC through the development of e-tourism

4. Economic Cooperation

Economic cooperation in southern countries are guided by the principle of mutual opportunity and mutual benefit, and solidarity is essential in supporting countries to assert themselves in the southern constellation in the global economy. It also can improve the bargaining position of the developed countries and create more equitable and sustainable world economic system. Economic cooperation within the framework of SSC will be placed as part of the design framework of *Masterplan Percepatan dan Perluasan Pembangunan Ekonomi Indonesia (MPPPEI or Masterplan of Indonesia Economic Development Acceleration and Expansion) 2011-2025*, primarily in support of the acceleration and expansion of the six economic corridors and to expand the overseas market in accordance with the potential to be developed in each corridor.

4.4. Comparison of Institutional Development Partner

Indonesia is classified as a middle income country; compared to eight other countries, as shown in the following table, the Gross Domestic Product (GDP) of Indonesia in 2010 was about U.S. \$ 707 billion in income per capita of U.S. \$ 2,946. The following macro indicators also show that Japan, Germany and Brazil are the countries that have good economic performance, as shown on the size of the country's gross domestic product. However, Australia, Japan and Germany have the largest per capita income compared to six other countries, meaning that the welfare of the three countries were higher than the six other countries. Although Brazil has a relatively large GDP product but their per capita income is smaller. It is happened because of they have huge population.

Table 4.1. Indicator Comparison

Country	Population (million)	Areas (10,000 Km ²)	GDP Nominal (US\$ bn)	GDP Per Capita (US\$)
Indonesia	240	181	707	2,946
Brazil	195	846	2,088	10,710
Japan	127	36	5,459	42,831
Thailand	69	51	319	4,608
Malaysia	28	33	238	8,373
Turkey	73	77	734	10,094
Korea	49	10	1,014	20,757
German	82	35	,281	40,152
Australia	22	768	1,238	55,150

Source: World Bank, 2010

Meanwhile, if viewed from the side of the area, Brazil has the largest area, then Australia and Indonesia. However, the population density in Australia is relatively small because a large area is not dense by a large population.

In general, assistance provided by those countries has already existed since several years ago. Japan and Thailand have been providing assistance since 58 years ago, while the Korean aid since 50 years ago and Brazil has been providing assistance since 40 years ago. Indonesia has been also providing assistance for last 30's years, almost the same as Malaysia, Germany, and Australia.

The purpose of each country in providing assistance is also varied, but generally the assistance is provided by the country to help other countries, besides that, the motives of aid to other countries are usually associated with the interests of the country as economic expansion and to internationally existence itself, such as Japan who help Other countries in order to contribute to the promotion of Japan international cooperation on global economic development and through socio-economic development, recovery or economic stability of developing countries. In addition, the assistance provided by Korea and Thailand aimed at vital role as a donor country in the international world and improve its economy. Slightly different from Indonesia and Brazil who are becoming donor states to create self-sufficiency along with the countries concerned.

Table 4.2. Historical comparisons of Each State Aid

State	Aid giving duration (Years)	Why does the State provide SSC	Aid Types
Indonesia	30s	(1) To support development between developing countries by sharing Indonesia's knowledge and experience in many development issue. In the end, it will give Indonesia a value to the their economy and social condition through investment, international trade, etc. (2) To increase collective self reliance based in solidarity, mutual respect and mutual benefit.	1) Bilateral Assistance (Technical Cooperation); 2) Multilateral Assistance
Brazil	40s	1) To ease tension over the expropriation of Brazilian assets, 2) To narrow the economic gaps with neighbouring countries, 3) To transfer of knowledge, and exchange of experiences previously developed under similar socioeconomic realities	1) Bilateral Assistance (Technical Cooperation, Humanitarian Assistance); 2) Multilateral Assistance

State	Aid giving duration (Years)	Why does the State provide SSC	Aid Types
Japan	58	Reparation after the WW II, Expanding export markets and securing imports of important raw materials in the 1950s and 1960s, Contribute to the peace and development of the world. The other reason is to give contribution to international cooperation for Developing in Japan and global economy through Social-Economic, recovery or economic stability in developing countries.	1) Bilateral Assistance (Technical cooperation, ODA Loan, grant Aid; 2) Multilateral Assistance
Thailand	58	1) To tackle with the cross border problems caused by huge economic gaps between Thailand and the neighbouring, 2) To be a major regional player and an emerging donor in the global context	1) Bilateral Assistance (Technical cooperation, ODA Loan, grant Aid; 2) Multilateral Assistance
Malaysia	34	1) Upholding, promoting and protecting Malaysia's sovereignty, territorial integrity and interests; 2) Monitoring and analysing developments in the international area; 3) Developing and advising the government on foreign policy options; 4) Communicating the government's foreign policy position; 5) Assisting other ministries and agencies in their international dealings; 6) Assisting Malaysian citizens abroad	MTCP gives Bilateral assistance such as Technical Cooperation that consist of 1) Short-term specialised courses; 2) Long-term courses (Scholarships); 3) Study visits and attachments; 4) Services of experts; 5) Socio-economic development projects; 6) Supply of equipment and materials. MTCP also gives Multilateral Assistance
Turkey	40s		1) Bilateral Aid (Humanitarian Aid & Technical Cooperation, and Loans); 2) Multilateral Aid
Korea	50s	Korea is eager to play a role in the international donor community that is commensurate with its economic size	1) Bilateral Aid (Grants & Technical Cooperation, and Loans); 2) Multilateral Aid
Germany	37		1) Bilateral Aid (Grants & Technical Cooperation, and Loans); 2) Multilateral Aid
Australia	36	Our purpose is to help people overcome poverty	1) Bilateral Aid (Grants & Technical Cooperation, and Loans); 2) Multilateral Aid

Source: Lembaga Management FEUI, 2012

If it is viewed from the proportion of each type of cooperation offered by these countries, so countries that can be identified are Brazil, Thailand, Japan, Korea, and Turkey. Among the five countries, Korea is the greatest country in proportion to provide grants, while the four other countries to lend more. Another case in Indonesia, it is still providing technical cooperation in the form of grants, not loans.

Table 4.3 Comparison of Proportion of Each Type of Assistance

Country	Name of Institution	TCDC	ECDC
Indonesia		TCDC could provide a chance to know what business opportunities exist for Indonesian firms in the emerging South countries while developed countries are in recession	ECDC has not yet been fully implemented based on the following reasons: 1) Being an island country with huge population and domestic market, private sectors feel no emergency to dare to operate beyond the borders; 2) Having been a recipient country, Indonesia does not want to impose the burdensome conditions attached to loans on developing countries
Brazil	ABC	1) Technical Cooperation (13,5%); 2) Humanitarian Assistance (12%); 3) Scholarship (6,1%); 4) Contribution to International Organization (68,4%)	Debt cancellations, investing in Brazilian enterprises operating in abroad, commercial loans and export credits made to developing countries, soft loans to several African countries.
Japan	JICA	1) Grant aid (8.7%); 2) Technical cooperation (18.4%); 3) Contribution to multi-DFI (18.2%)	1) Loan aid (51%); 2) Infrastructure development
Thailand	TICA	1) Technical cooperation (20%); 2) Training courses, study tours, study programs, dispatching experts and volunteers, provision of equipment, seminars and	Loan (80%) consists of Soft loan, Short/long term credit, Cross-border public goods development.
Turkey	TIKA	1) Social and administration infrastructure (82,7%); 2) Production (2,4%)	Economic Infrastructure (15%)
Korea	KOICA	1) Bilateral Assistance (70,6%) consist of Grant (51,7%) and Loans (18,9%); also multilateral assistance (29,4%)	

Source: Lembaga Management FEUI, 2012

Institutionally, the SSC which is implemented by Indonesia is accommodated by SCC Coordination Team. This is in contrast to some other state entities. Even the history also shows that those who have a body (agency) were initially started from the Coordination Team as well. But along the addition of the volume of assistance / technical cooperation which should be carried out, as well as to improve the effectiveness and independence, a special agency for coordinating all assistance / technical cooperation both bilaterally and multilaterally will be established.

Most of the coordination team and the institution are under the control of the foreign ministry because there was an assumption that there would be a synergy with the country's foreign policy, although there is some interaction with the relevant ministries in the country. In Indonesia, the national focal point is a combination of four ministries, namely *Bappenas* (National Development Planning Agency), Ministry of Foreign Affairs, Ministry of the State Secretariat and the Ministry of Finance, but the institutional coordination under the *Bappenas*. This is similar to Brazil, where at the beginning of the Brazilian government established the Creation of National Commission for Technical Assistance (CNAT) in 1959 which was a representative of the Foreign Ministry (MRE), sectoral ministries and the secretariat of planning (SEPLAN). However, in the progress Brazil and then place it under the coordination of the Ministry of Foreign Affairs.

Table 4.4. Comparative Study of Institutional

State	Name of Institution	Institutionally / Under Coordination	Form	Vision	Missions
Indonesia		BAPPENAS	Coordination Team	Better Partnership for Prosperity	1) Friends of Indonesia; 2) Promote the role of Indonesia in the SCC; 3) To develop economic cooperation; 4) Strengthening development cooperation; 5) Increase the together solidarity and independence; 6) Improving the conduct of diplomacy
Brazil	ABC	Ministry of Foreign Affairs	Focal Point	1) Guide the national institutions on the existing opportunities within the various cooperation agreements signed by Brazil; 2) Support national institutions in the formulation of projects; 3) Coordinate the negotiations between the parties of the project; 4) Monitor the execution of the project; 5) Disseminate information on development and results	To promote the development of the countries through the transfer of knowledge and technology while projecting a modern image of Brazil and strengthening the political and economic ties between Brazil and those countries
Japan	JICA	Ministry of Foreign	Agency	Inclusive and Dynamic	1) Addressing global agenda; 2) Reducing

State	Name of Institution	Institutionally / Under Cordination	Form	Vision	Missions
		Affairs		Development	Poverty through equitable growth; 3) Improving Governance; 4) Achieving Human Security
Thailand	TICA	Ministry of Foreign Affairs	Agency	To be the lead agency with high development cooperation expertise in the region in managing the international development cooperation in order to enhance socio-economic development, cultural and technical ties with other developing countries	1) Promoting good practices in technical cooperation, 2) Promoting human resources development and capacity of individuals and institutions, 3) Knowledge management in a more efficient way; 4) Promote the development cooperation as an important tool for regional and sub-regional economic, social and environmental development; 5) Joint working within the framework of partnership with major donor agencies to support developing countries
Malaysia	MTCP	Ministry of Foreign Affairs	Focal Point	A Foreign Service that effectively contributes towards the attainment of Malaysia's aspirations	To uphold Malaysia's sovereignty and territorial integrity, to promote and protect its interests, and to extend effective and efficient services to the Ministry's stakeholders and clients through dynamic and proactive diplomacy
Turkey	TIKA	Prime Ministry and	Coordination		1) Sustainable socioeconomic

State	Name of Institution	Institutionally / Under Cordination	Form	Vision	Missions
		Ministry of Foreign Affairs	Council		development, 2) Program development and capacity building; 3) Transfer of know-how and human resource development, 4) Coordination of development cooperation
Korea	KOICA	Department of Foreign Affairs and Trade (MOFAT) and the Ministry of Strategy and Finance (MOSF)	Agency	Making a better world together'	The mission of KOICA is help developing countries lift their people out of poverty and achieve equitable and sustainable development.
Germany	GIZ	Ministry of Foreign Affairs	Agency	We are the world's leading provider of international cooperation services for sustainable development	1) We manage change; 2) We provide know-how; 3) We develop solutions; 4) We act as an intermediary; 5) We are value-driven; 6) We advise policymakers; 7) We secure results; 8) We are a global player

State	Name of Institution	Institutionally / Under Cordination	Form	Vision	Missions
Australia	AusAID	Ministry of Foreign Affairs	Agency		1) We will administer an aid program that the Australian people can be proud of, which serves Australia's national interests, and which is renowned for its effectiveness, 2) We will strive to be a leading Australian public service agency and a world leading international development agency, 3) We will manage resources effectively and efficiently to achieve results and value for money, 4) We will be an agency that values people and teamwork, demonstrates excellence, is accountable, and operates with integrity

Sources: Lembaga Management UI, 2012

Similarly, with the Indonesia mission in the SSC, there is still an impressed that this is for charity only; however, Indonesia should be able to get benefit from the assisted countries, although not directly. Other countries implementing the SSC also indicate that there is an element of economic motives in the cooperation.

Table 4.5. Comparison of Inter-Agency Organizational Structure

State	Organization Name	Organizational Structure
Indonesia		<p>1) Coordination Team Leader is the Steering Committee consisting of Chairman, vice chairman, and members; 2) Executive team consists of chair, secretary and members; 3) Under the existing executive team, there are 3 Working Group (institutional; funding; promotion, information systems and M & E), 4) The Steering committee is assisted by Team Advisor, and the implementation team is assisted by the advisor and secretariat</p>
Brazil	ABC	<p>1) The leader is the director of ABC, 2) ABC has 6 coordination unit that are coordinating unit for the agriculture, energy, ethanol and the environment, the coordination unit for technical cooperation among developing countries, the coordination unit for Latin America and Karabian, for the special project coordination unit and the Mercosul , the coordination unit for bilateral and trilateral cooperation, coordination unit for multilateral cooperation</p>
Japan	JICA	<p>1) JICA leader consists of President, Senior Vice President and Vice President, 2) There are Auditor; 3) There are 3 types of office namely, Headquarters, domestic offices, and overseas offices; 4) JICA Headquarters has 32 section/ department: office of president, office of audit, general affairs department, office of information system, office of media and public relation, personal department, Budget and accounting department, Treasury department, Operation strategy department, 6 departemen by region (Southeast Asia and pacific, East and Central Asia and The Caucasus, South Asia, Latin America and the Carribbean, Africa, Middle East and Europe), Offices for Private sector partnership department, Economic infrastructure department, Human development department, Global Environment department, Rural development dept, Industrial development and public policy dept, Training affair and citizen participation dept, Financing facilitation and procurement supervision dept, Credit risk analysis and environmental review dept, Procurement dept, Loan and Grant administration dept, Evaluation dept, Dept of Human resources for international cooperation, Secretariat of Japan overseas cooperation volunteers, Secretariat of Japan disaster relief team, JICA research institute</p>

State	Organization Name	Organizational Structure
Thailand	TICA	1) The leader is the Director General and two deputy directors general, 2) TICA has 5 berau, development cooperation berau, Human resources cooperation berau, Office of director general, Partnership berau, and Project procurement & Privileges berau
Turkey	TIKA	1) The leadership is composed of the President and Vice President; 2) There is a section of Legal affairs, financial controller, and Strategic Planning & Finance who help the President; 3) There are three departments, namely: economic, commercial and technical cooperation bureau, Educational, cultural, social cooperation dept, Personnel & administrative affairs dept; 4) There are 25 program Coordination Offices
Korea	KOICA	1) Chairman of KOICA are President and vice president; 2) There are Auditor, senior advisor, advisor, executive board, advisory board and the Assistant President who helped the president, and there is also auditors' offices and evaluation offices, 3) There are eight departments, namely: policy planning dept, Management support dept, dept Asia I, Asia II dept, dept Africa, Middle East and Latin America bureau, administrative headquarters Worlds Korean friends, Capacity development dept; 4) Under the department, there are 19 team and seven offices
Germany	GIZ	1) The leadership GIZ is called the management board, 2) GIZ has two business units (specialized business units and Flexible business unit), a corporate unit, 2 services (sector services and internal services), and 5 operational department by area
Australia	AusAID	1) The AusAID leader are the Director General and the three deputy director general (DDG Gorup Country program, Humanitarian and International Group, Corporate Group and chief operating officer); 2) Three Deputy director general have 10 divisions, 3) AusAID has 37 branch; 4) Director general is assisted by an executive unit, Economic advisory group, Economic branch, Offices development effectiveness, and audit offices

Sources: Lembaga Management UI, 2012

If it is viewed from inter-agency organizational structure, Indonesia has a fairly lean organization structure and it is almost the same with TICA,, this was due to the volume of the SSC that is relatively not much so that the organizational structure should be lean. But in the future if the volume of work is being greater, the organizational structure should be adjusted.

Among the institutions that became the benchmark, JICA, AusAID and GIZ have the most complete organizational structure. The organizational structures of the three institutions were classified according to function, the theme of the program and partner countries. KOICA and ABC have the same organizational structure with JICA, but in a smaller scope. While Indonesia and TICA have an organizational structure that is classified by function. Meanwhile TICA has an organizational structure which is classified by theme and territory of the partner program.

The theme of the SSC program should ideally have a priority such as Japan that provide technical cooperation / loans and grants based on seven themes: 1) Environmental Conservation and Climate Change Measures; 2) Sustainable Economic Growth, 3) Poverty Reduction, 4) Supporting Japanese Emigrants* 2 and Their Descendants (Nikkei); 5) Climate Change and Environmental Conservation Measures; 6) Ensuring Human Security; 7) Support for Economic Self-Reliance. Indonesia forms of funding is still limited to technical cooperation, the future may be developed also towards loans and grants tailored to the capacity of the government of Indonesia.

Table 4.6. Comparison of Program Forms

State	Program Themes
Indonesia	1) Development Cooperation; 2) Cooperation Social&art & Sciences; 3) Economic Cooperation
Brazil	1) Agriculture, 2) education, 3) Health
Japan	1) Environmental Conservation and Climate Change Measures; 2) Sustainable Economic Growth; 3) Poverty Reduction; 4) Supporting Japanese Emigrants*2 and Their Descendants (Nikkei); 5) Climate Change Measures and Environmental Conservation; 6) Ensuring Human Security; 7) Support for Economic Self-Reliance

State	Program Themes
Thailand	1) Transport – improving regional infrastructure linkages; 2) Telecommunications – developing a regional backbone network; 3) Energy – promoting alternative energy and ensuring energy security; 4) Agriculture – promoting co-production through contract farming; 5) Tourism – promoting the regional ecosystem and cultural tourism linkages; 6) Trade and Investment – improving laws/regulations and customs procedures; 7) Environment – conserving biodiversity and ensuring less environmental degradation from development
Turkey	1) Social & Admin. Infrastructure (Education, Health, Population, Water & Sanitation, Government & Civil Society); 2) Economic Infrastructure (Transport & Communication, Energy); 3) Production (Agriculture, Industry, mining & Construction, Trade & Tourism)
Korea	1) Education; 2) Health; 3) Governance; 4) Disaster Relief; 5) Agriculture Forestry and Fisheries; 6) Industry and Energy; 7) Environment; 8) Climate Change
Germany	1) Climate Change and Sustainable Development; 2) Private sector development; 3) Good governance/ decentralisation
Australia	1) Child protection; 2) Climate change; 3) Development Through Sport; 4) Disability-inclusive development in Australia's aid program; 5) Disaster risk reduction; 6) Displacement and resettlement; 7) Economic growth, aid and development; 8) Education; 9) Environment; 10) The environment and climate change; 11) Food security; 12) Gender equity; 13) Governance; 14) Saving Lives: Health Thematic Strategy; 15) Human rights; 16) Infrastructure; 17) The Millennium Development Goals; 18) Mine action; 19) Mining for Development; 20) Regional stability & cooperation; 21) Saving lives: Water, Sanitation and Hygiene

Sources: Lembaga Management UI, 2012

One of the promotional media for assistances that are offered by donor countries is through the website. Therefore the website appearance is one tool that is crucial to convey information. Here is a comparison of the website performance of the development partner.

Table 4.7. Website Performance Comparison

State	Institution Name	Website Appearance
Indonesia		1) The language used is Indonesian and English; 2) Website contains: Home, About Us, New & Gallery, SSC, Database, Procedure & Mechanism, Publications, Links, and Contact Us
Brazil	ABC	1) The language used is English and Portuguese; 2) Website contains: Home / Program, Presentation of Director, Courses, Application, Institutions, Search, and Contact Us, 3) the About Us contains: Organizational Structure and Coordination Team Profiles
Japan	JICA	1) The language used is Japanese, English, Spanish, French, 2) Website contains: Home, About JICA, News, Countries, Operation, Publication and Investor Relations; 3) About JICA contains: Mission Statement, President desk, Organization, ODA and JICA, and History
Thailand	TICA	1) The language used is Thai and English languages; 2) Website contains About TICA, Thai International Cooperation Program, Partnership for Development, Human Resources for Development, Fellowship, Statistics, Forms, Publications, TICA Activities, Web Links, and Notices; 3) About TICA contains: Vision, Mision, objectives, organization chart, location
Malaysia	MTCP	1) The language used is English, 2) Website contains: About MTCP, Contact Us, Directory, About Malaysia, About Ministry; 3) the Main Menu contains: About MTCP, Application Guidelines, Coruses, Training Institution, Recipient Countries, Malaysian Overseas Mission, Visa Information, New & Events, Weblink, Search, Download, Archive, 4) the About MTCP contains: MTCP Brief, Objective, and Type Assistance

State	Institution Name	Website Appearance
Turkey	TIKA	1) Language in the Website is Turkey language; 2) Website contains: About TIKA, Scene Program, Office of Representative, Publications, Weblink, and Contact Us
Korea	KOICA	1) The language used is Korean and English; 2) Website contains: Home, FAQ, Contact Us, Sitemap, 3) Home contains about: Where we work, where we do, Millinieum Development Goal, dan Related Site
Germany	GIZ	1) The language used is German and English; 2) Website contains: About Giz, Our Services, Doing Business with Giz, Worldwide, Job Career, contact, media center, Press, Procurement, and search; 3) About Giz contains : Profile, Identity, Organization, Official bodies, Integrity Advisor, Corporate Responsibility, Strategic Alliances & Partnerships, Quality, result & Evaluation
Australia	AusAID	1) The language used is English, 2) Website contains: About AusAID, Countries, Aid Issues, Career & Funding Opportunities, Publication & Research, and Media; 3) About AusAID contains about: Aid Program, Aid Effectiveness, Aid Policy, Aid Transparency, Annual Report, Brief History, Budget, Organization structure, Where we work, Who we work with, Minister, Contact us

Sources: Lembaga Management UI, 2012

SSC-Indonesia website is user friendly but less informative than other countries websites such as JICA, AusAID, GIZ and TIKA. Website of these four countries have relatively complete information about the profile of institutions, the theme of the program, partner countries, careers & funding opportunities, publications and research. While the KOICA website, information about the theme of the program, partner countries, and what has been done by KOICA is relatively complete, but information on their own KOICA profile was not found. Similarly, the website owned by MTCP Malaysia, the information obtained is incomplete because it does not present the MTCP profile itself. On the other hand, Turkey website is not informative because of the language used only the Turkey language, while not everybody understands the language.

CHAPTER V

ALTERNATIVES FOR INSTITUTIONAL FORMS

5.1. Alternatives for Institutional Form

During the last 10 years, SSC has been partially implemented by each government ministry and agency in accordance with their respective the main duty and function. National coordination mechanism was not established yet, so that the implementation of activities was not integrated. However, between one activity and another in a different government ministry and the association has a common commitment. Therefore, institutional strengthening and coordination becomes very important.

In the blueprint SSC-Indonesia for 2011-2014, the scope of coordination and institutional strengthening aimed at strengthening internal coordination among the three pillars of the government agencies, private partners, and the community. Strengthening coordination also includes coordination with external development partners and beneficiary countries through triangular and bilateral cooperation.

Because SSC-Indonesia involving three main elements, namely government agencies, private and public partners, the institutional form of SSC-Indonesia could not be separated from state institutional system of Indonesia. In general, the Act of 1945 (Constitution of the Republic of Indonesia) has clearly set the state institutions as holders of legislative, executive, and judicial.

Government ministries have the legal umbrella of the Act No. 39 of 2008 on Ministry of State. Besides government ministries, there are also other institutions in the same level as government ministry, such as the State Police and the Attorney of Republic of Indonesia. Both are *Lembaga Pemerintah Non Kementrian (LPNK* or Government Agencies Non-Ministry).

Other than the state ministries and Government Agencies Non-Ministry, there are also other agencies, known as *Lembaga Non Struktural (LNS* or Non-Structural Institutions) which is highly variable when viewed from the formation objectives, the main duties and functions.

Lembaga Non Struktural (LNS or Non-Structural Institutions) is an institution that was formed due to the urgency of a particular task that cannot be accommodated in the institutional form of government / conventional state, with the uniqueness of a particular institution, and has an urgent task characteristic, unique, integrated and effective in carrying out their duties.¹ LNS is established to carry out sectoral functions from the existing government institutions. LNS duty is to give consideration to the president or a minister, or to coordinate or assist the implementation of certain activities or certain duties of the ministry.²

LNS is non-structural institution, in the sense not included in the organizational structure of ministries or non-ministerial government institutions. Head of LNS is generally determined by the president, but LNS can also headed by a minister, even the vice president or the president himself. While the nomenclature used, for example, is the "council", "body", "institution", "team", and others.

According to Deputy of Institutional from Minister of Institutional Reform, LNS has mushroomed due to several facts and assumptions as follows:³

First, the development of certain governmental affairs conducted by government organizations are increasingly complex, so it do not allow to be run on a regular basis within the related organization.

Second, the institutions of government that exist in governance have not run a maximum coordination function, so it needs the stronger coordination dimension support.

Third, the demands of the implementation of good governance that encourages the active participation of the private and the public in the administration of state and government.

LNS Institutional is essentially a manifestation of the commitment to open space and private participation in the administration of state and government. Public and private sectors are given wider access in every phase of public administration functions, ranging from policy formulation, implementation, monitoring, to evaluate its performance.

¹ *Pusat Kajian Kinerja Kelembagaan-LAN, 2007*

² *Unit Kerja Presiden untuk Pengawasan dan Pengendalian Pembangunan (UKP4)*

³ *Deputi Bidang Kelembagaan Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, Pokok Pikiran Mengenai Lembaga Non Struktural, 2010*

Access to public participation can be ad-hoc or permanent and institutionalized which have direct implications for the institutions. The competencies of these institutions are generally based on delegation of authority from the government's public administration that is realized through mandatory law or in the form of other legislation. Such institutions are usually located outside the organizational structure of government policies, and generally are independent and autonomous in carrying out its mandate according to existing regulations.

Empirically, the LNS is currently formed by different kinds of legislation from the Law, Government Regulation, to the Presidential Decree. For example, the Food Security Council established pursuant to Law No. 7 of 1996 and established by Presidential Decree No. 132 of 2001 and Presidential Decree No. 83 of 2006, the National Human Rights Commission was established by Act No. 39 of 1999 and Presidential Decree No. 44 of 2000, the Commission Elections established under Law No. 12 of 2003, the National Accreditation Committee on Government Regulation No. 102 of 200, and the National Transportation Safety Committee was established by Presidential Decree No. 105 of 1999. Similarly, the nomenclature that is used by LNS also varied namely the Council, Board, Commission, Committee, Council and the Institute.

Judging from the position, duties and functions, there are two major groups of LNS. First, the LNS to carry out certain governmental tasks in the field outside the structure of the state ministries and LPNK, his position under the President and is an arm of the Government. For example, the Food Security Council, Marine Board of Indonesia, and the Maritime Security Coordinating Board. Second, the LNS is the task of government in specific fields outside the structure and LPNK state ministries, independent institutions and held by the public. For example, the Business Competition Supervisory Commission (*Komisi Pengawas Persaingan Usaha* or *KPPU*), the Human Rights Commission (*Komisi Hak Asasi Manusia* or *Komnas HAM*), Corruption Eradication Commission (*Komisi Pemberantasan Korupsi* or *KPK*), and the Indonesian Broadcasting Commission (*Komisi Penyiaran Indonesia* or *KPI*).

The institutional pattern of LNS is generally the agency forum whose membership is representative of the government, professional, community, and other elements as needed and in which there are boards with a collegial leadership. There are three types of Composition of board membership, namely membership consists of representatives of the government alone, its membership consists of government and society, and its membership consists only from elements of society.

In performing its duties, the board is supported by a secretariat or executing daily that are largely structural and filled by civil servants (*Pegawai Negeri Sipil* or *PNS*). The Secretariat can be shaped as echelon I.a, II.a, echelon III.A, or are ex-officio or structural work which is carried out by the unit in the state ministries / *LPNK* adjusted to the workload and statutory mandates. Example, the secretariat of the General Secretariat echelon I.a *Komnas HAM*, the secretariat II.a echelon of the *KPI*, echelon III.A secretariat at the Film Censorship Board, and ex-officio secretariat on Regional Autonomy Advisory Council held by the Directorate General of Regional Autonomy Ministry of Domestic Affairs. The existence of the secretariat is an order of the legislation that became the basis of the formation of LNS. Not all LNS assisted / supported by a secretariat, considering only a small part of legislation that mandated the establishment of the secretariat.

Based on its work, the LNS secretariat can be grouped into two, which are the secretariat carrying out the administrative and technical support as well as the secretariat carrying out only administrative services support. Secretariat of the LNS is largely filled by civil servants and a few others are also filled by non-civil servants. The source of funding comes from the state budget and other funding sources in accordance with statutory regulations.

Meanwhile, in Presidential Decree No. 103 of 2001 defines the non-department government institutions (non-ministerial government institutions), hereinafter referred to *LPNK* are as follows: "Central Government agency established to carry out certain governmental tasks from the President"

LPNK is subordinate and accountable to the President, and *LPNK* government has the task of carrying out certain duties from the President in accordance with the provisions of applicable laws. As an example *LPNK* which has been formed to date are:

- a) *Lembaga Administrasi Negara* (Institute of Public Administration) which is abbreviated as LAN
- b) *Arsip Nasional Republik Indonesia* (National Archives of the Republic of Indonesia) which is abbreviated as ANRI
- c) *Badan Kepegawaian Negara* (The State Personnel) which is abbreviated as BKN
- d) *Perpustakaan Nasional Republik Indonesia* (National Library of Indonesia) which is abbreviated as NLI
- e) *Badan Perencanaan Pembangunan Nasional* (National Development Planning Agency) which is abbreviated as BAPPENAS

- f) *Badan Pengendalian Dampak Lingkungan* (Environmental Impact Management Agency) which is abbreviated as BAPEDAL
- g) *Badan Pusat Statistik* (Statistics Central Agency) which is abbreviated as BPS
- h) *Badan Standardisasi Nasional* (The National Standardization Agency) which is abbreviated as BSN
- i) *Badan Pengawas Tenaga Nuklir* (Agency for Nuclear Energy) which is abbreviated as Bapeten
- j) *Badan Tenaga Nuklir Nasional* (National Nuclear Energy Agency) which is abbreviated as BATAN
- k) *Badan Intelijen Negara* (the National Intelligence Agency) which is abbreviated as BIN
- l) *Lembaga Sandi Negara* (Institute of State Sandi) which is abbreviated as LEMSANEG
- m) *Badan Koordinasi Keluarga Berencana Nasional* (National Family Planning Coordinating Board) which is abbreviated as BKKBN
- n) *Lembaga Penerbangan Antariksa Nasional* (National Institute for Space Flight Space agency) which is abbreviated as LAPAN
- o) *Badan Koordinasi Survei dan Pemetaan Nasional* (Coordinating Agency for Surveys and Mapping) which is abbreviated as BAKOSURTANAL
- p) *Badan Pengawasan Keuangan dan Pembangunan* (Financial and Development Supervisory Agency) which is abbreviated as BPKP
- q) *Lembaga Ilmu Pengetahuan Indonesia* (Indonesian Institute of Sciences) which is abbreviated as LIPI
- r) *Badan Pengkajian dan Penerapan Teknologi* (Agency for the Assessment and Application of Technology) which is abbreviated as BPPT
- s) *Badan Koordinasi Penanaman Modal* (the Capital Investment Coordinating Board) which is abbreviated as BKPM
- t) *Badan Pertanahan Nasional* (the National Land Agency) which is abbreviated as BPN
- u) *Badan Pengawas Obat dan Makanan* (National Agency for Drug and Food) which is abbreviated as BPOM
- v) *Lembaga Informasi Nasional* (National Institute of Information) which is abbreviated as LIN
- w) *Lembaga Ketahanan Nasional* (the National Defense Institute) which is abbreviated as LEMHANNAS
- x) *Badan Pengembangan Kebudayaan dan Pariwisata* (Cultural and Tourism Development Agency) which is abbreviated as BP BUDPAR

LPNK organizational structure according to Presidential Decree No 103 of 2001 consisted of:

- a) Head
- b) Main Secretariat
- c) The Deputy
- d) Control Unit

LPNK head as the leader has the task as follows:

- a) Leading LPNK accordance with the provisions of the applicable legislation
- b) Preparing a national policy and public policy in accordance with the LPNK duties
- c) Establishing technical policy of LPNK assignment implementation as his responsibility
- d) Develop and carry out cooperation with other agencies and organizations

The work of the LPNK Head is assisted by the deputy head.

Meanwhile, the Main Secretariat is helper element of LPNK leader that is subordinate and accountable to the Chief. It has task to coordinate the planning, development, and control of the program, administration, and resources in the LPNK environment. The main secretariat is headed by principal secretary. The Secretariat is comprised of a number of bureaus, and bureau consists of several parts, while each part consists of several sub sections. Main functions of the Secretariat are:

- a) Coordination, synchronization, and integration within the LPNK
- b) Coordinating planning and technical policy formulation of LPNK
- c) Managing and administrative services administration, organization and administration, personnel, finance, filing, coding, equipment, and LPNK household
- d) Development of education and training, research and development on the LPNK environment as long as not being performed by other units within the LPNK
- e) Coordinating the preparation of legislation relating to the LPNK duties
- f) Coordinating the preparation of LPNK report

Deputies are the implementing elements of LPNK which are under and responsible to the Chief. Deputies are headed by a deputy. Deputies have the task of formulating and implementing policies in a particular field. In performing its duties, the deputy has the functions as follows:

- a) The policy formulation of technical implementation, guidance and coaching in accordance with its assignments
- b) Control of technical policy in accordance with its assignments
- c) Perform the duties in accordance with policies established by the Chief

Deputy consists of the Directorate and / or Center. Center may consist of a number of fields, and each field can consist of Subfields. Based on consideration of the location and the workload in the Center, it can be formed a one (1) Division of Administration which is composed of a number of Subdivision. The Directorate may consist of a number of Sub-division and each may consist of a section. In performing its duties, the administration of the Deputy is coordinated by Principal Secretary.

LPNK can establish a surveillance unit that has a function to supervise the unit beneath. The surveillance unit is responsible to the Chief. Control unit may have a form as the Main Inspectorate or the Inspector. If the functional supervision object on concerned LPNK is relatively small, the exercise of oversight function performed directly by the BPKP or other external functional agency, whose implementation is facilitated by the Main Secretariat of concerned LPNK. Control Unit has the task to carry out environmental functional monitoring in LPNK. Monitoring Unit performs functions as follows:

- a) Preparation of functional supervision policy
- b) Functional supervision in accordance with the provisions of the applicable legislation
- c) The implementation or administration of the Main Inspectorate or Inspectorate

Main Inspectorate and the Inspectorate consist of a Functional Group. Main Inspectorate can be assisted by 1 (one) Administrative Subdivision. Inspectorate which is under the Head consists of Functional position group.

If it is necessary, in LPNK environment can be established the center element as the supporting element of main tasks of institutions. Center is headed by a Head. Center may consist of a number of fields and 1 (one) Administrative Subdivision. Center can be in charge of functional groups according to their tasks. In the LPNK environment, can be determined selectively a Technical Unit, as the executor of technical support duties in accordance with existing regulations. Unit Technical Implementation Guidelines is established by the responsible Minister for the field of utilization of state apparatus. Policy-making functions is carried out by the Directorate. As for the functions of research and study conducted by the Centre. Within the LPNK organizational unit can set a specific functional position. If deemed necessary, LPNK may establish

Commission/Working Group on non-structural in accordance with the needs, and the implementation is done by consider the provisions of the applicable legislation. Number of organizational units within LPNK is prepared based on the analysis of the organization and work load.

Organizational Unit for the structural position of Echelon I in each LPNK is determined by the President upon the recommendation of the Head of concerned LPNK after obtaining the written judgment from the responsible Minister for the field of utilization of state apparatus. Organizational unit to echelon II and under structural position of each is set by the Head of concerned LPNK after obtaining consideration and written approval of the Minister responsible for the field of utilization of state apparatus. Details of the duties, functions, organizational structure and working procedures are established by the Chief of concerned LPNK after consideration of the prior and written approval of the Minister responsible for the field of utilization of state apparatus. Head of LPNK submit copies of Decree of the Head of LPNK on the Organization and Administration to the President and the Minister responsible for the field of utilization of state apparatus. Head of LPNK submit reports, suggestions, and considerations in the duties and responsibilities to the President through the coordinator Minister.

By looking at the current situation and possible alternatives institutional, to the development of SSC, there are 3 (three) alternative institutions, namely:

1. Coordination team
2. Non-Structural Institution (LNS)
3. Non-Ministerial Government Agencies (LPNK)

Each alternative has advantages and disadvantages if it is seen from the each factor of establishment of legal basis, institutional operational cost efficiency, effectiveness of program implementation, funding flexibility and so on. (Table 5.1)

Coordination Team that has now been established still has some operational constraints that are allegedly associated with the institutional forms which still form the coordination team itself. The most fundamental thing that is felt that coordination team decisions regarding program priorities that are not able to bind to the ministry as a technical executive to run it because it is the lack of priority to complete the work in the scope of the coordination team. In addition, a lack of commitment and responsibility of coordinating team members in the implementation of this SSC. Another disadvantage is the coordination team less optimal in obtaining funding sources, among others for the cooperation with donor agencies.

Alternatively LNS provides several advantages compared with the coordination team, which allows the participation of the private sector, professionals, academics and other community elements, besides other advantages, such as the independence of factors, financing and commitments and responsibilities of the members. But in addition to the advantages, there is a weakness for example accountability factor and performance audit institutions cannot be accounted for because the program funding comes from each of the technical ministries, of course, performance reporting of LNS rely on reporting from the technical ministries. Besides that, the formation of LNS needs setup costs and operational costs.

The third alternative for LPNK as an institutional form which has many advantages compared to the coordination team and the LNS form, but of course there are several weaknesses factors that should also be considered. LPNK formation requires a larger setup costs and operating costs are also the largest. While the scale of SSC activity is still relatively small so LPNK shape is not optimal. And also considering the people who think the paradigm of Indonesia still has not been able to become donors.

Table 5.1. Recapitulation of Institutional Alternatives Pros and Cons

No	Institution	Strengths	Weaknesses
1	Coordination team	<ol style="list-style-type: none"> 1. The formation process is relatively easy, Law/legal basis: SKB 4 Minister 2. More easy to Set up the organization 3. More efficient Institutions operating costs 	<ol style="list-style-type: none"> 1. Decisions are not binding on the ministry coordination team 2. Lack of priority to complete the work in the scope of the coordination team 3. Lack of commitment and responsibility for members of the Coordinating Team 4. Less than optimal in obtaining funding
2	Non-Structural	<ol style="list-style-type: none"> 1. Opportunities for participation, such as the private sector, professionals, academics, etc. 2. More independent than the coordination team 3. It's easier to get funding as compared to the Coordination Team 4. Commitment and responsibility of team members is higher than the coordination 	<ol style="list-style-type: none"> 1. Overlap with the duties and authority of other ministries or agencies. 2. Require greater operating costs compared to the Coordination Team 3. Require a higher legal basis as law, regulation, Presidential Decree 4. Accountability and performance audit of institutions less accountable.

No	Institution	Strengths	Weaknesses
3	Ministry of Non-Government Institutions	<ol style="list-style-type: none"> 1. Commitment and responsibility of members is higher than Non-Structural 2. Accountability and the performance audit of institutions more accountable 3. Relatively easy to obtain funding and coordination with the donor 4. More independent in performing their roles, responsibilities and functions 5. Coordinating authority and the line more clearly. 	<ol style="list-style-type: none"> 1. Overlap with the duties and authority of other ministries or agencies 2. Highest operational costs 3. Setting up an organization is relatively difficult 4. Require a higher legal basis as law, regulation, Presidential Decree 5. Paradigm of the public who assume that Indonesia still has not been able to become donor countries. 6. SSC scale activities are relatively small so do not need a special form of agency to handle it.

If we analyze it based on the factors that influence the formation of an institution, there are advantages and disadvantages for of each alternative form, which is shown in Table 5.2. An asterisk (*) indicates a surplus or a positive impact arising from the establishment of such institutions. While the minus sign (-) indicates a weakness or negative impacts arising from the establishment of such institutions.

Table 5.2. Pros and Cons for Each Alternative

No	Factor	Coordination Team (2012-2014)	Non-Structural Institution	Non-Ministry Government Institution
1	The legal basis	★	—	— —
2	The cost of set up of organization	★	—	— —
3	Operating costs	★	—	— —
4	Accountability and institution performance audit	—	★	★ ★
5	Participation of the private sector, professionals and academicians	★	★ ★	★ ★
6	The authority and lines of coordination	—	★	★ ★
7	Ease of funding	—	★	★ ★
8	The commitment and responsibilities of member	—	★	★ ★
9	Inefficiency	★	—	— —
10	Public perception	★	—	— —

Source: Lembaga Management FEUI, 2012

- a) The legal basis, the coordination team has an advantage over LPNK and LNS on legal side. In other words to form the LNS and LPNK require a stronger legal basis given the responsibility of both institution forms is directly to the President. However LPNK require a stronger legal basis in its figuration than LNS.
- b) The cost of set up the organization, to form a coordination team the organization set up costs are less expensive than the form LPNK or LNS. But the cost of organizations set up of LPNK is greater than LNS.
- c) Operating costs, as well as for operational coordination team a little more because the organizational structure of the coordination team and slimmer than LPNK LNS. However, operating costs greater than the LNS LPNK
- d) Accountability and institutions performance audit, the team co-ordination has the disadvantage of the accountability and performance audits. Another case in LPNK and LNS, the accountability can be accounted for. Besides, the performance of the agency can be audited.
- e) The participation of the private sector, professionals and academics, to invite the private sector, professionals and academics the third form of this institution has the same opportunity. If it is deemed necessary, the three institutions that can form non-structural Working Group in accordance with the needs, and the implementation is being subject to the provisions regulations applicable legislation. However, due to operational costs and the volume of coordination team activity which are less than two other agencies forms, so it has less frequency in inviting the private sector, professionals and academics.
- f) The authority and lines of coordination, team coordination is weak in terms of authority and lines of coordination than the LNS and LPNK because of the legality is less powerful so that it cannot bind its members and stakeholders in carrying out their duties. But compared to LNS, then LPNK have the more powerful authority and lines of coordination because of its nature as an independent body, the head of LPNK submit reports, suggestions, and considerations in the duties and responsibilities to the President through the Coordinating Minister.
- g) The commitment and responsibilities of members, given the authority and the legality which is less, the team coordination cannot bind the commitments and responsibilities of its members. Each team member is bound by coordination of the basic tasks of functions stemming from the ministry where they come from. While status of LNS members is still an

employee of the ministry but conjunct the LNS so that they are more flexible in carrying out their duties. Another case, LPNK members whose status is as the LPNK employee, their very freely in carry out their duties and responsibilities and the commitment is stronger than the LNS.

- h) Inefficiency, team coordination a more streamlined organizational structure so it is more efficient both in shorter procedures and less cost. Unlike the LNS and LPNK which has a greater volume activity than the coordination team, making it more complicated on bureaucratic procedures and the operational costs are greater.
- i) The public perception, the formation of LNS and LPNK considered as waste of state budget because of its operational cost and organizational structure of the two institutions is greater than the team coordination so that the public has a negative perception if independent agency LPNK and LNS is established.

5.2. Strengthening of the Coordination Team

Current SSC-Indonesia Coordination Team was established by Decree of the Minister of National Development Planning / Head of National Development Planning Board No. KEP. 101/M.PPN/HK/11/2011 on Amendment to Decree of the Minister of National Development Planning / Head of National Development Planning Board No. KEP. 67/M.PPN/HK/05/2011 on the Establishment of the Coordination Development Team of SSC.

In the Decree, the SSC team comprised of the Steering Committee, Executive Team, Secretariat, and the supporters, although the function of each section has not been clearly described. In a way, the Coordination Team has an organizational structure as found in figure 5.1 of the Draft of SSC Coordination Team Structure in which there are three working groups that are institutional; programs and funding; and promotion, information systems and monitoring and evaluation.

However, the coordination team is not running optimally. One reason for the lack of optimal coordination team is the division of functions within the organization structure. Work grouping or in the organizational theory known as the departmentalizing should be based on thorough consideration. There are at least two factors that must be considered in departmentalize. The first factor is the similarity or proximity

characteristics of the work to be grouped into the same unit of work. The second factor is the balance of workload, meaning that the workload from one unit to another work unit is arranged for the balance.

Departmentalizing itself can be done by a lot of ways, including by function, by product, by geography, based on the process, and based on customer groups. By considering to the organizational structure of the Coordination Team as those in Figure 5.1, so the departmentalizing that is being used is the departmentalizing by the function by using a simple organizational structures (simple structure). Work units are grouped into institutional functions, programs and funding, and promotion, information systems and monitoring and evaluation.

One unit of work that need attention are the institutional, whose function is to strengthen coordination within the Coordinating Team that has been formed, and at the same time conduct a study to prepare an organization which will handle the work of SCC in the future. As part of the coordination team in charge of the SSC institutional unit has a long 'time horizon' and is not directly related to the implementation of the SCC program.

Regarding with the programs and funding work unit, this work unit has the potential to have a very high workload (overload) so that at the end is not optimal. As for the promotion of the work unit, information systems and monitoring and evaluation are lacked similarity or proximity functions to be grouped into a single unit of work, so there is lack of focus in its implementation.

In observance of the above considerations, this study suggest to restructure the coordination team to improve its effectiveness. The recommended organizational structure still refers to the simple structure with grouping by function. Simple structure can be still maintained due to the implementation of the SCC program which is still not complex and its intensity still relatively low if be compared to Japan with JICA or Australia with AusAID. With this simple structure it is expected that the Coordination Team can move more flexible and agile and would still maintain efficiency. While the work grouping based on function will be retained because of several advantages of this structural form. First, the structure based on function is usually used for a relatively new established or developed organization, as well as the SSC-Indonesia Coordination Team. Second, the structure of this function can achieve high efficiency by placing the specialists with the similar skills and orientation to the same unit of work. Third,

structure based on the functions can be further developed in accordance with the development of the organization, for example by the addition of new functions within the organization, or further developed through departmentalizing based on the product or in the context of SSC by program, geographic region, and so forth. The recommended organizational structure of the Coordination Team is as the following:

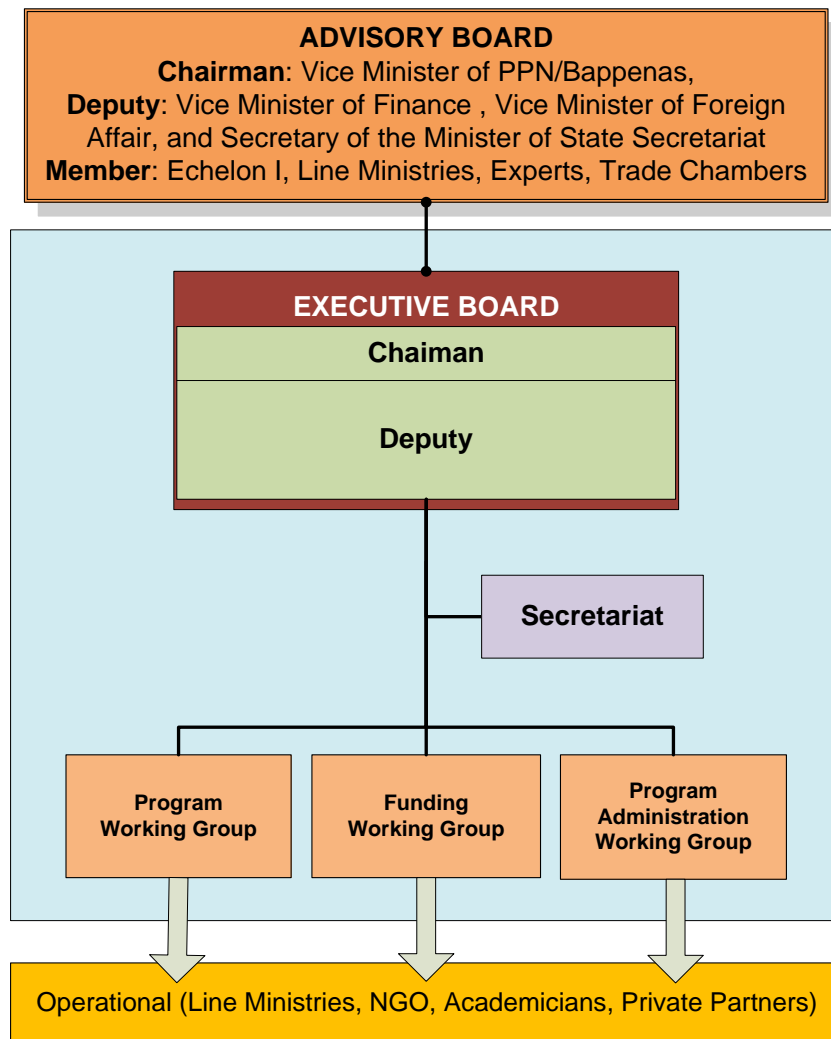


Figure 5.1. Proposed Organizational Structure of SSC-Indonesia Coordination Team

The organizational structure is comprised of the Advisory Board and the Executive Board, then equipped with three main parts of the Program Working Group, Funding Working Group, Administration Program Working Group and is supported by the

Secretariat and the line ministries, NGOs , academician, private Partner, as the executor of operations. Each element has the following functions:

- **Steering Committee (Advisory Board):**

Task of the Advisory Board is to provide direction, feedback and suggestions to the executive director of SSC-Indonesia in implementing their roles, responsibilities and functions. Steering Team consists of consists of Vice Minister of Foreign Affairs, Vice Minister of Finance, Vice Minister of **PPN / BAPPENAS** and Secretary of the Minister of State Secretariat. Steering Committee chaired by vice minister of **PPN / BAPPENAS** deputy and Vice of Ministry of Foreign Affairs, Vice of Ministry of Finance and Secretary of Ministry of State secretary, as well as members of the steering team comprised of echelon I from all ministries relevant institutions, experts and the Chamber of Commerce. The functions of the steering committee are as follows:

- ✓ Provide direction related to implementation and the preparation of SSC policies to plans
- ✓ Coordinate and synchronize of SSC planning in Indonesia
- ✓ Conduct monitoring, evaluation, and assessment of the implementation of SCC in Indonesia

- **Executive Director, consisting of the Chairman and Deputy:**

Chairman, led the coordination team, providing direction and set policies regarding the preparation, financing, and implementation of the SSC-Indonesia program. Besides, it is also responsible for the institutional development of SCC in the future, and represented Indonesia in the SCC international forums.

Deputy, helping Chairman tasks especially in the coordination of all team member, it is also responsible for secretarial functions and relationships among Ministries / Institutions, Universities and other parties.

The Executive Director functions are as follows:

- ✓ Coordinate and develop policies related to the implementation of the SSC-Indonesia program either from the planning, implementation, monitoring and evaluation

- **Program Working Group:**

Program Working Group's tasks are to define and develop SSC-Indonesia program in collaboration with Ministries / Agencies, NGOs, Universities, Private Party, and other related parties and to develop goals and indicators of success for each program.

The Working Group functions of this program are as follows:

- ✓ Define and plan the SSC-Indonesia program
- ✓ Coordinate with Ministries / Agencies, NGOs, Universities, Private Party and other parties associated
- ✓ Develop goals and indicators of success of any SSC-Indonesia program

▪ **Funding Working Group:**

Funding Working Group's tasks are to develop a budget for all programs SSC-Indonesia, to determine budget allocations as well as search for and administer the various sources of funding to run a program that had been developed.

The functions of this Funding Working Group are as follows:

- ✓ Conduct an inventory and analysis of various policy and information relating to the preparation of SSC-Indonesia financing plans
- ✓ Prepare, evaluate, and allocate any funding proposals from both outside and within the country for the implementation of the SSC-Indonesia
- ✓ Develop a work plan implementation of the duties and functions as well as evaluation and reporting related to SSC-Indonesia funding
- ✓ To monitor, evaluate, and assess the performance of the funding plan implementation of SSC-Indonesia and prepare a report on implementation progress

▪ **Administration Program Working Group:**

Administration Program Working Group tasks are to assist the implementation of the SSC-Indonesia program, including determining the line ministries, NGOs, academicians and other private partners as an executing program SSC, provide support for the implementation of programs such as visas, as well as monitoring and evaluation of the implementation of the SCC program.

The Working Group administration functions of this program are as follows:

- ✓ Preparation of standards, norms, guidelines, criteria, and procedures in the field of administrative services on SSC-Indonesia Program
- ✓ Determine the Ministry Agencies, NGOs, Universities and Other Parties as SSC Executive Program
- ✓ Prepare and support administration services of SSC-Indonesia program
- ✓ To monitor and evaluate the implementation of the SSC-Indonesia program

- Secretariat

Secretariat duties are coordination, synchronization and integration of SSC-Indonesia program, either in the form of technical co-ordination of planning and formulation of SSC-Indonesia, to provide guidance and administrative services administration, governance and procedures related to personnel, finance, filing, coding, and household equipment of SSC-Indonesia Coordination Team. And coordinate the drafting of legislation related to the task of SSC-Indonesia Coordination Team.

The secretariat functions are as follows:

- ✓ Collect information related to the fields of politics, economics, finance, development, social, cultural, and legal security to SSC-Indonesia program
 - ✓ Conducting coordination, synchronization and integration of SSC-Indonesia program
 - ✓ Prepare the formulation of policies in the areas of administrative services administration, governance and procedures related to personnel, finance, filing, coding, and household equipment of SSC-Indonesia Coordination Team
 - ✓ Implement the design and coordination of activities of SSC-Indonesia secretarial services
 - ✓ Implement the nomination coordination, permitting, preparation of letters of trust, appointment and dismissal of the SSC-Indonesia Coordination Team
 - ✓ Develop legislation related to the tasks of SSC-Indonesia Coordination Team
- Operational:
Run the SSC program in accordance with various provisions that have been established, for example, on the schedule for implementation of the program, the content / materials program, place of execution, and so forth.

To improve the effectiveness of the Coordination Team, and also in line with the vision of SSC-Indonesia 2011 - 2025 which is "Better partnership for prosperity" then this study proposes Coordination Team Leader position occupied by National Development Planning Agency (*BAPPENAS*). *BAPPENAS* involvement is expected to optimize synergies with the various government ministries / Agencies and other parties in the preparation of a proper SSC program and also in line with the interests of national development as well as to maintain and enhance good relations with the foreigners, including the funding agencies or other foreign institutions. While the position of Deputy be occupied by representatives of the Ministry of Foreign Affairs. This position is particularly important given the SCC program cannot be separated from Indonesia's role in politics

world as well as to perform the function of diplomacy which is the main task of the Ministry of Foreign Affairs. If necessary, the position of Deputy can also be added from the representatives of the Ministry of Finance and the State Secretariat.

The program Working Group, ideally this position is occupied by a representative from BAPPENAS and the Ministry of Foreign Affairs. BAPPENAS will further serve to maximize the 'strength based' while the Ministry of Foreign Affairs will further serve to maximize the 'market based' so as to create synergies between them. It means, BAPPENAS will focus on a variety of excellent programs that can be offered by Indonesia through the technical ministry or agency and other parties, that may be offered as SSC-Indonesia program, that can help other countries as well as beneficial for Indonesia. While the Ministry of Foreign Affairs, through its representatives abroad can know what SSC program that is required by other countries that could be provided by Indonesia. Both are expected to establish cooperation, and compile the SSC-Indonesia excellence program and at the same time needed by other countries.

The Funding Working Group, this position should be occupied by representatives of the Ministry of Finance and BAPPENAS. Ministry of Finance would contribute more funding, especially in the SCC program that originates from the state budget. The existence of a special budget proposed a new budget item in the implementation of the SCC program will assist coordination team in the preparation and allocation of SSC-Indonesia programs. Thus, the SCC program budget can be more easily monitored and evaluated for its success. While the National Development Planning Agency would contribute more to seek funding from non-budget sources, including through donor agencies, local government budgets, *Kadin*, state company, and other funding sources.

Program Administration Working Group should be occupied by representatives of the Secretariat of State. It is considering that the institution has an important role as a 'liaison' all ministries / state institutions. Thus, the expected implementation of the SCC program can work well because of the close cooperation between the Coordinating Team with line ministries or any other person as the executor of SSC-Indonesia program.

With the organizational structure of the Coordination Team on the above, it is expected that the Coordination Team to work in a more optimal for the clearer flow division of labor and a relatively balanced workload. Furthermore, the addition of such functions for the promotion can be done, or to temporarily run by the Secretariat. One thing you

also need to consider is the legal basis for the establishment of the Coordination Team. It is expected come from the Presidential Decree or at least in a form of 4 Ministry Decree which are the Ministry of Foreign Affairs, BAPPENAS, the Ministry of Finance and the State Secretariat for Coordinating Team. The purpose is to have a stronger legitimacy and can synergy in the preparation and implementation of the SCC program. Thus, the decision of the Coordination Team can bind the involved ministries and no longer be countered by each ministry.

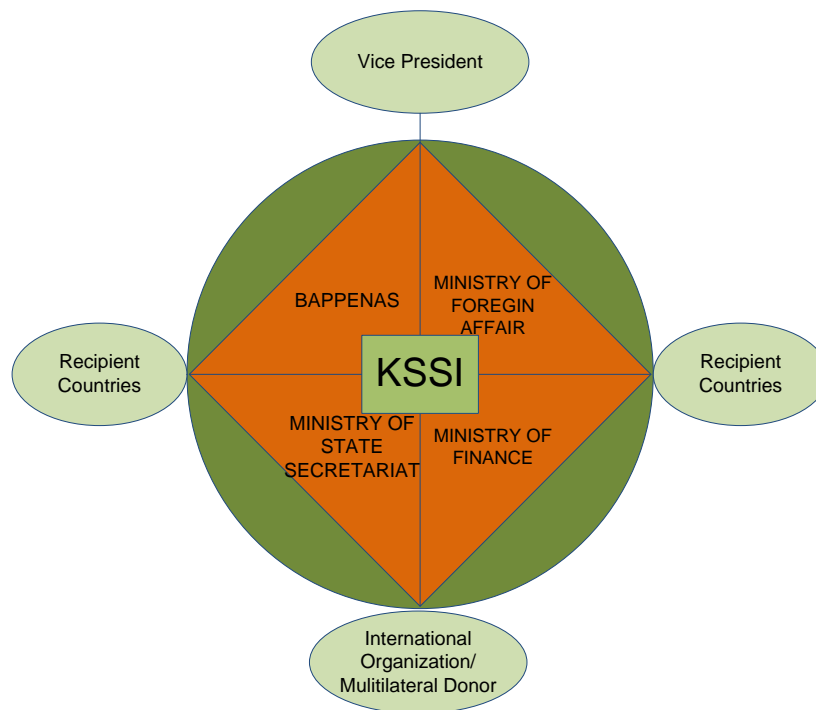


Figure 5.2. Proposed Coordination Mechanism of SSC-Indonesia Coordination Team with Related Stakeholders

While the coordination mechanism between SSC-Indonesia Coordination Team with relevant stakeholders appears in Figure 5.2. SSC-Indonesia Coordination Team members consisting of four pillars, namely the Ministry of National Development Planning Agency, Ministry of Foreign Affairs, Ministry of Finance and the State Secretariat. SSC-Indonesia team submits reports, suggestions, and considerations in the duties and responsibilities to the Vice President through the coordinating Minister. In exercising the duties and functions, SSC-Indonesia Coordination Team is also working with international organizations / multilateral donors and partner countries that have received support from SSC-Indonesia.

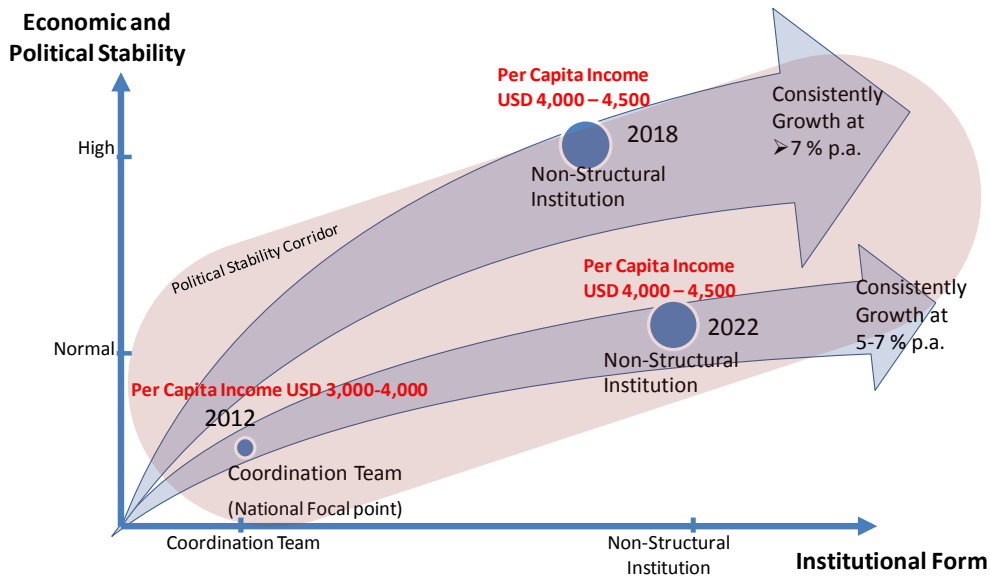


Figure 5.3. Proposed Roadmap of SSC-Indonesia Coordination Team

Institutional changes can be done if the economic and political situation in Indonesia is still in a conducive condition. In addition, this condition will increase the activity of SSC-Indonesia. Along with the increased activity of SSC-Indonesia, accompanied by economic growth rate of over 7 percent per year and an increase in per capita income around USD 4,000-4,500; it is estimated that Coordination Team of SSC-Indonesia will turn into Non-Structural Institution (NSI) SSC-Indonesia in 2018. However, if income per capita of Indonesia USD 4,000-4,500 with a growth rate of below 7 percent, the transformation of Coordination Team of SSC Indonesia into NSI SSC-Indonesia will take more time.

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Japan International Cooperation Agency
National Coordination Team of South-South Cooperation

THE PREPARATORY STUDY FOR INSTITUTIONAL ARRANGEMENT OF SOUTH-SOUTH COOPERATION

**THE BACKGROUND OF STANDARD OPERATING PROCEDURES
FOR SOUTH-SOUTH COOPERATION**

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GLOSSARY OF TERMS

APBN	<i>Anggaran Pendapatan dan Belanja Negara (State Budget)</i>
ASEAN	<i>Association of Southeast Asian Nations</i>
AusAID	<i>Australian Agency for International Development</i>
Bappenas	<i>Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)</i>
BKPM	<i>Badan Koordinasi Penanaman Modal (Investment Coordinating Board)</i>
DTEC	<i>Department of Technical and Economic Cooperation</i>
FAO	<i>Food and Agricultural Organization</i>
GIZ	<i>Die Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GNB	<i>Gerakan Non-blok</i>
ILO	<i>International Labour Organization</i>
JICA	<i>Japan International Cooperation Agency</i>
KAA	<i>Konferensi Asia-Afrika</i>
KADIN	<i>Kamar Dagang dan Industri Indonesia (Chamber of Commerce and Industry of Indonesia)</i>
K/L	<i>Kementerian dan Lembaga (Ministry and Institute)</i>
SSC	<i>South-South Cooperation</i>
KTNB	<i>Kerjasama Teknik antar-Negara Berkembang (Technical Cooperation among Developing Countries)</i>
LoI	<i>Letter of Intent</i>
LSM	<i>Lembaga Swadaya Masyarakat (Non-Governmental Organizations)</i>
MDGs	<i>Millenium Development Goals</i>
MM	<i>Minutes of Meeting</i>
Monev	<i>Monitoring and Evaluation</i>
MoU	<i>Memorandum of Understanding</i>
MRA	<i>Mutual Recognition Arrangement</i>
NAASP	<i>New Asia-Africa Strategic Partnership</i>

NGO	<i>Non-Governmental Organizations</i>
NKRI	<i>Negara Kesatuan Republik Indonesia</i>
MEA	<i>Masyarakat Ekonomi ASEAN</i>
MIC	<i>Middle Income Country</i>
MP3EI	<i>Masterplan Percepatan dan Perluasan Pembangunan Ekonomi Indonesia</i>
OECD	<i>Organisation for Economic Co-operation and Development</i>
ODA	<i>Official Development Assistance</i>
OKI	<i>Organisasi Konferensi Islam</i>
PBB	<i>Perserikatan Bangsa-Bangsa</i>
PENS	<i>Politeknik Elektronika Negeri Surabaya</i>
PKKTLN	<i>Panitia Koordinasi Kerjasama Teknik Luar Negeri</i>
PUSPITEK	<i>Pusat Pengembangan Ilmu Pengetahuan dan Teknologi</i>
RKP	<i>Rencana Kerja Pemerintah (Government Work Plan)</i>
RPJM	<i>Rencana Pembangunan Jangka Menengah Nasional (National Medium Term Development Plan)</i>
RPJPN	<i>Rencana Pembangunan Jangka Panjang Nasional (National Long Term Development Plan)</i>
RPJP	<i>Rencana Pembangunan Jangka Panjang (Short Term Development Plan)</i>
Setneg	<i>Sekretariat Negara (Secretariat of State)</i>
SOP	<i>Standard Operating Procedures</i>
SSTC	<i>South-South and Triangular Cooperation</i>
TOR	<i>Terms of Reference</i>
Tupoksi	<i>Tugas Pokok dan Fungsi (Main Tasks and Functions)</i>
UMKM	<i>Usaha Mikro Kecil dan Menengah (Micro, Small and Medium Enterprises)</i>
UNCTAD	<i>United Nations Conference on Trade and Development</i>
UNDP	<i>United Nations Development Program</i>
USAID	<i>U.S. Agency for International Development</i>

CHAPTER I INTRODUCTION

1.1. Background

South-South Cooperation (hereinafter referred to as SSC, except in quotations) has developed as an alternative development cooperation when a country reaches a position as a world economic power. Indonesia is currently in the group of middle-income country and took a position as an important partner in the global forum. Indonesia uses the SSC momentum for the exchange of knowledge and innovative experiences with partners from other countries.

To support SSC, the Government of Indonesia is in the formulation process of the final Grand Design 2011-2025 and Blue Print 2011-2014. It has been clearly stated in the document that Indonesia will play an important role in encouraging other developing countries, especially for countries in the South, so it can support and in line with the global advancement of national interests.

Indeed, some drawbacks must be solved. Targets and priorities have been decided based on the needs and conditions. Targets that need to be strengthened include the institutional framework, legal framework, programming, funding mechanisms, monitoring and evaluation, and information systems and promotion. One of the themes that need to be highlighted is the coordination framework.

Coordination mechanisms are implemented in scattered and previously performed separately by various government ministries. When a Decree (Keputusan Menteri) in 2010 was declared to form a Coordination Team of South-South Cooperation, which consists of the Ministry of National Development Planning (*Bappenas*), Ministry of Foreign Affairs, Ministry of Finance, the State Secretariat and related line ministries, coordination mechanisms began to start. One of the strategic tasks of the Coordination Team is currently underway “to complete the Grand Design and Blueprint for South-South Cooperation Triangle”. It is an important task as there is a need to institutionalize the policy and formulate strategies of existing mechanisms to meet the needs and current situation based on National Medium Term Development Plan (RPJMN) 2010-2014 and other related documents.

Therefore, the Government of Indonesia needs to prepare for the implementation of two strategic documents (Grand Design and Blueprint). The preparation includes preparing regulations, developing standard operating procedures, conducting a study on the establishment of independent institutions, and conducting a promotional program.

1.2. Purpose

To support and facilitate the Government of Indonesia in developing standard operating procedures (SOP) and conducting promotional programs to prepare and start strengthening SSC-Indonesia.

1.3. Scope

The scope of work of Book 2 are:

1. Finalizing the policy documents and developing implementing regulations;
2. Developing monitoring and evaluation system.

1.4. Output

The output of Book 2 are:

1. Implementation arrangements and institutional framework
 - a. SOP Draft for coordination mechanisms, and for program implementation arrangements including the flagship program;
 - b. Study on development model and SOP models for funding SSC programs using external resources.
2. Monitoring and evaluation system
Designing and developing a monitoring and evaluation system for the SSC.

1.5. Methodology

In general, the approach used in this study is the stakeholder perspective and consulting process approach. This means that in every step of the process will involve stakeholders

and partners (counterpart team) from the National Development Planning Agency and JICA. It is expected to form the same perception and understanding of this study.

This study is a qualitative type of study using primary and secondary data sources. It is a study to describe the state of the object according to what the way it is. The data analysis method provides interpretation of the data obtained based on the conceptual framework and the existing theory. The process of data retrieval is done through in-depth interview, secondary data collection (documents/materials/legislation) which are relevant to the study.

1.6. Resume of SSC-Indonesia

1.6.1. History of SSC-Indonesia

Act of 1945 mandates Indonesia to actively promote the world's stability. It is an underlying philosophy in the implementation of Indonesia's international relations and inter-state relations. Development of SSC is one of the efforts in carrying out this mandate.

SSC is a real step to realize the spirit of solidarity and to strengthen the collective action among developing countries that continue to transform. It also strengthens the important stages as follows:

- a) Asia-Africa Conference (KAA) in 1955 became the starting point with the third world political movements to make international cooperation;
- b) Declaration of Non-Aligned Movement (NAM) in 1961, with the support of about two-thirds of the members of the United Nations (UN) or about 55 percent of the world;
- c) Group-77 (G-77) which formed in United Nations Conference on Trade and Development (UNCTAD) session in Geneva in 1964;
- d) Buenos Aires Plan of Action (BAPA) which is agreed to be adopted in 1978 by 138 countries;
- e) Caracas Program of Action (CPA) in 1981 in Caracas, Venezuela;
- f) Group-15 (G-15) which was formed in 1989 and the Developing-8 (D-8) which was formed in 1997;
- g) The first South Summit in Havana, Cuba, in 2000, followed by the second South Summit in 2005 in Doha, Qatar, and the Marrakech Declaration on South-South Cooperation and the 2003 UN Conference on South-South Cooperation in Nairobi, Kenya, in 2009 ;

- h) UN Resolution. 58/220 on the establishment of the High Level Committee on South-South Cooperation and the establishment date of December 19 as "United Nations Day for South-South Cooperation";
- i) Bogota Statement: Towards Effective and Inclusive Development Partnerships, March 25, 2010;
- j) Busan Partnership for Effective Development Cooperation, which is the outcome document of the High Level Forum on Aid Effectiveness on December 1, 2011;

Various international forums and agreements above show that the SSC has a long history as an attempt to articulate solidarity and common struggle constantly to achieve better conditions which are based on the values of solidarity, equality, and justice. Developments in various aspects led to a very fundamental change to the implementation of development in developing countries. Communities are more prone to the influence of global phenomena which can be coped more effectively through systematic, continuous, and joint efforts.

With the changes in the global constellation, SSC is expected to be a driving force for developing countries to increasingly involve in development cooperation. These changes, among others, are characterized by rapid economic growth in new emerging countries, like China, India, Brazil and Indonesia in recent years. On the other side, the economic growth of developed countries is slowing down. Moreover, in developed countries there are also an increase in the unemployment rate and aging population. This phenomenon resulted in increased interdependence among advanced economies and emerging economies.

These conditions encourage the SSC to transform and focus on global partnerships that can accommodate the interests and needs of developing countries which are increasingly complex. In this case, development cooperation is becoming the top priority of the driving factor for development achievement. In addition, the reinforcement should also continue to be made on technical, political, social, culture, science and technology cooperation.

The process of transformation and reformulation of SSC is conducted in line with increasing position of some developing countries to be "middle income countries". This position allows developing countries like Brazil, Thailand, Malaysia and South Africa to emerge as a "new emerging donors".

In the architecture of international cooperation, implementation of the SSC cannot be separated from the spirit of the Paris Declaration on Aid Effectiveness in 2005. SSC through foreign aid is expected to be managed in a more efficient and equitable. Southern states can share the best practices in terms of management of foreign aid in each country. SSC can also facilitate and strengthen the triangular cooperation schemes on the basis of equality and mutual opportunity and benefit. In the framework of implementing the Paris Declaration, Indonesia and the Institute/development cooperation partner countries have signed the Jakarta Commitment in early 2009 that became one of Indonesia SSC development platform.

For Indonesia, the development of SSC is increasingly important with the growing status of Indonesia to middle income countries and one member of the G-20. G-20 membership allows Indonesia to voice the views of developing countries to world developments that may affect the stability and development in developing countries. This role will increase along with the prediction that the economic power of Indonesia will occupy a large twelve position in 2025, and seven of the year 2045.

SSC become a strategic vehicle to become a double play, as donor party and aid recipients. Gradually it will become capital significant force for the awakening of more equitable international development cooperation architecture. The importance of partnership between developed countries with other actors in the implementation of development cooperation is the focus of *Development Assistance Committee (DAC)* - *Organisation for Economic Co-operation and Development (OECD)*. This is an opportunity for Indonesia to continue to develop triangular cooperation schemes in the framework of the implementation and realization of the dual role of a paradigm shift from *donorship* to *partnership* in stages as the spirit of Jakarta Commitment.

1.6.2. Vision and Mission SSC-Indonesia

Indonesia's SSC implementation vision is "**Better Partnership for Prosperity**".

Indonesia's SSC implementation missions are:

- a. Maintain and build partnerships and friendships, especially with all the parties involved in SSC Indonesia (Friends of Indonesia)
- b. Advance the role of Indonesia in accordance with the needs of SSC and national interests;

- c. Develop economic cooperation between the southern states by playing a central role as a new emerging economy, and combine them with the strengthening of technical cooperation, political, social and cultural, as well as science and technology;
- d. Strengthen development cooperation which is more innovative and to contribute directly to improve welfare;
- e. Enhance solidarity and independence with the southern states through partnerships with utilize the national potential of each country for collective interest, and
- f. Improve the implementation of Indonesia's diplomacy in the framework of bilateral relations and cooperation, regional, and wider multilateral in various fields.

1.6.3. Characteristics of SSC-Indonesia

Programs and activities to be implemented as part of SSC Indonesia are having the following characteristics:

- a. Maintaining the positive value of Indonesia as a pioneer in implementing the SSC program and activities;
- b. Cooperation is directed to be done economically advantageous with respect to aspects of sustainable development in Indonesia and in the recipient country, including attention to environmental aspects, human rights, and gender.

1.6.4. The Main Duty and Function

In general, the definition of Duty and its Function is the primary target or a job that is charged to the organization to achieve and do. It is an inter-related unity between the main duties and functions. Duty is the most basic tasks of an office or organization. Fundamental duty gives an idea of the scope or complexity of the job or organization

Function is a manifestation of organizational tasks that are executed in a specific area in order to achieve the goals of the organization/agency. While based on the science of public administration, function is a group of activities that belong to the same type based on the nature or its implementation. Thus, an organization conducts these functions in order to carry out a fundamental duty.

In Blueprint for SSC-Indonesia 2011-2014, compiled by the Coordination Team of South-South Cooperation Development, explained that the strengthening of coordination between stakeholders SSC Indonesia is conducted by considering their respective roles and with the existing SSC programs to avoid duplication of activities. At present, it can be mapped that the main duty and function and the role of each ministry and agency in the SSC are as follows:

Table 1.1. The Main Duty and Function of Government Ministry/Agency in the SSC-Indonesia

MINISTRY / AGENCY	THE MAIN DUTY, FUNCTION, AND ROLE IN SSC-INDONESIA
Ministry of National Development Planning / National Development Planning Agency (<i>Bappenas</i>)	<p>Institutional Public Function: Policy Formulation, Coordination, Planning and Financing</p> <p><i>Bappenas</i> has the function to coordinate national development planning, including setting performance targets and monitoring-evaluation development activities, including development cooperation through foreign loans and grants.</p> <p><i>Bappenas</i> is the Chairman of the Steering Team SSC Development Coordination Team and has the task to prepare a Master Plan and Blueprint for SSC Indonesia and coordinate activities related to SSC Indonesia.</p>
Secretariat of State	<p>Institutional General Function: Technical and Administrative Support on Implementation of South-South Technical Cooperation</p> <p>State Bureau of Technical Cooperation of the Secretariat of State has the task to coordinating the implementation and evaluation of technical cooperation between the Government of Indonesia with foreign parties and the administration of overseas trips.</p> <p>Parts of South-South Technical Cooperation has a duty to coordinate the preparation of project planning, assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation.</p> <p>South-South Technical Cooperation part has functions as follows:</p> <ol style="list-style-type: none"> a. preparation of project planning coordination materials, assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation;

MINISTRY / AGENCY	THE MAIN DUTY, FUNCTION, AND ROLE IN SSC-INDONESIA
	<p>b. preparation of project implementation coordination materials, the assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation;</p> <p>c. preparation of evaluation materials, assignment of foreign personnel and experts of Indonesia, as well as scholarships and equipment utilization within the framework of South-South Technical Cooperation, and</p> <p>d. the administration of official travel abroad at the expense of developing countries.</p>
Ministry of Foreign Affairs	<p>Institutional General Function: Diplomacy and Information for South-South Technical Cooperation</p> <ul style="list-style-type: none"> - Preparation of the policies formulation and technical standardization in the field of technical cooperation. - Policies coordination and implementation and technical standardization in the field of technical cooperation. - The preparation of standards, norms, guidelines, criteria, and procedures in the field of technical cooperation. - Provision of technical guidance, information, evaluation, and reporting in the field of technical cooperation
Ministry of Finance	<p>Institutional General Function: Budget Policy</p> <p>Enter budgets K / L associated with SSC in the state of financial documents.</p>
Ministries and Other Government Agencies (eg Ministry of Agriculture, Ministry of Commerce, Ministry, BKKBN, etc.)	Implementation of South-South Cooperation in accordance with main duty and function of respective ministries and agencies.
Private Sector	Implementing activities including export trade, services, and international investments by the Southern States
CSOs / NGOs	Implementing technical cooperation activities with the Southern States

CHAPTER II CURRENT CONDITIONS

3.1. SOP Development and Coordination Mechanism

The platform for SSC-Indonesia is stated in the opening of the 1945 Constitution, "*Ikut melaksanakan ketertiban dunia yang berdasarkan kemerdekaan, perdamaian abadi dan keadilan sosial.*" ("Come implement world order based on freedom, abiding peace and social justice.") It is becoming a cornerstone in the implementation of Indonesia's international cooperation and relations between countries. Development of SSC-Indonesia is one of the efforts in carrying out this mandate. In addition, Law number 17 year 2007 on the National Long Term Development Plan (RPJPN) 2005-2025 which has a mission to Indonesia as a nation who realize the advantage and plays an important role in international relations that can be pursued through the SSC.

In The President regulation No. 5 of 2010 Concerning the National Medium Term Development Plan (*Rencana Pembangunan Jangka Menengah Nasional or RPJMN*) 2010-2014 have laid the SSC as one focus of foreign policy development and a vehicle for increasing economic cooperation. So is the Jakarta Commitment on Aid Effectiveness Development, signed in early 2009 became the basis of mutual agreement between the Governments of Indonesia and development partners to continue to develop SSC to strengthen the implementation of innovative development cooperation.

In the *Percepatan dan Perluasan Pembangunan Ekonomi Indonesia (MPPPEI* or Masterplan Economic Development Acceleration and Expansion of Indonesia) 2011-2025 has targeted Indonesia to become a developed country and 12 major world power in 2025 and top 7 of the world in the years 2045 through inclusive and sustainable economic growth. In this regard SSC has an important role as part of the design framework of MPPPEI in giving support to the implementation of key strategies associated with the development of six economic corridors, strengthening human resources and science and technology. Related to the implementation of the SSC, the current legislation which may be a reference are as follows:

- a. Law no. 37 of 1999 on Foreign Relations;
- b. Law no. 24 of 2000 on Treaties;

- c. Law no. 17 of 2003 on State Finance;
- d. Law no. 1 of 2004 on State Treasury;
- e. Law no. 25 of 2004 on National Development Planning System.

National Seminar was held on July 29, 2010 which followed the establishment of the Coordination Team SSC Indonesia Development based on the Decree of the Minister of National Planning in May 2011. The team in charge to develop the Grand Design SSC 2011-2025 and 2011-2014 Blue Print.⁴

- Grand Design is an implementation of the policy direction of SSC in general, in the period 2011-2015 in accordance with RPJN 2005-2025, divided into three time periods:
 - o Period I: 2011 - 2014
 - o Period II: 2015 - 2020
 - o Period III: 2021 - 2025
- Blue Print (Period I) is a policy and action plan framework for implementation of SSC in the period 2011-2014 in accordance with RPJMN 2010 -2014.
- In the context of South-South and Triangular Cooperation, Indonesia does not have regulations that specifically regulate this matter.

Implementation of the SSC program is carried out in accordance with potential, experience, expertise and capital base that has been owned by Indonesia and is based on the principles of the SSC implementation. Strengthening and expansion of implemented SSC program is not only specific to a particular region, but in a flexible and dynamic in accordance with the potential and opportunities available to optimize the benefits, especially for Indonesia.

Characteristics of SSC-Indonesia. Programs and activities to be implemented as part of SSC Indonesia is having the following characteristics:

- Maintain a positive value of Indonesia as a pioneer in implementing the SSC program and activities;
- Cooperation which is carried out can be directed to benefit economically by consider the sustainability aspects of development in Indonesia and in the recipient country, including attention to environmental aspects, human rights, and gender.

The principles of SSC Implementation are intended to implement SSC-Indonesia with overseas:

- Mutual respect. Mutual respect for national sovereignty and not interfere in each other's internal affairs.
- Demand driven. Based on the potential, the priority needs and requests of each country.
- Non-conditionally. Inclusive partnerships and non-conditional.
- Equality, mutual respect, mutual benefit and opportunity. Equality and equal opportunities.
- Comparative advantage. Implementation of the SSC is based on comparative advantage in each country and improve synergies in order to increase the benefits received together.
- Sustainability and independency. Sustainable but not create interdependence.
- Experience and knowledge sharing. Held to share knowledge and experience.

The principles for strengthening the implementation of the SSC-Indonesia in the country are as follows:

- Inclusive. South-South cooperation is a joint effort of government and other stakeholders including the private sector, universities and communities.
- Allignment, aligned with national development policies. Alignment of driving force accelerating the achievement of national development goals.
- Comprehensive and continuous. Implementation of the SSC is not done partially and stuck on a particular sector, but an integrated and sustainable.
- Transparency and accountability. SSC is implemented in a transparent and accountable, and refers to the principles of good governance.
- Flexible. Development of SSC is not implemented rigidly in terms of substance, location, or modality used, but be flexible in accordance with the opportunities and national and international developments.

SOP and coordination mechanisms to be developed in this study based on the principles for strengthening the implementation of the SSC Indonesia as described above.

3.2. Mapping the Current Condition

3.2.1. Institutions Mapping

In the preparation of SOP, one important step is to map the institutions and parties involved in the process of this SSC from planning, implementation to monitoring and evaluation. One of the benefits to be gained by mapping the existence of this institution is the presence of the clarity of the duties of each institution so that the coordination mechanism can be better prepared. In addition, the clarity of the task in each institution will also facilitate the implementation of SOP. Based on interviews and desk research that has been done, it can be mapped at least four groups of institutions/stakeholders closely in SSC. Groups of institutions/stakeholders are:

A. The National Coordination Team of SSC

Currently, Indonesia is still in the stage to prepare for a permanent institution that will run all the processes related to the south south and triangular cooperation. It is also one of the studies that are an integral part in this work. While the institution has not been established, this time related to the SSC is still handled by the respective institutions and the various ministries in Indonesia. Efforts to coordinate the whole process is done through SSC Coordination Team consisting of four government agencies, namely:

- *Bappenas*
This institution has a major function in the process of policy formulation, coordination, planning and financing.
- Ministry of Foreign Affairs
This ministry serves as a bridge for diplomacy with the southern countries as well as a center for information about the SSC. The Ministry is also in touch with the embassy and the countries of southern representatives in the process of implementation of the program.
- Ministry of Finance
It serves an important institution associated with the budget policy, in which the current regulations pertaining to the budget for the SSC is still very minimal.
- Secretary of State
State Secretariat important function in providing technical support for implementation and administration process for the SSC.

Main duty and task for the four institutions have been described in detail in Chapter I.

B. Implementing Program

Outside of the four institutions that are members of the SSC Development Coordination Team, there are few institutions or other institutions that also play a role in SSC. Some institutions are outlined below do much more in the implementation of the program according to their characteristics. Institutions or agencies are:

- **Line Ministry**

Various ministries in Indonesia plays an important role as initiators and implementers of SSC. In the implementation of the program, the technical ministries utilize the underlying unit, for example *Pusdiklat* (Learning/Training Center) for the implementation of the training. While at the central level, ministries in charge of coordinating the planning, implementation and facilitation with other parties. Programs initiated and implemented generally related to the scope of the duties of each ministry. For example:

 - o Ministry of Public Works, carry out some infrastructure-related programs for East Timor and Palestine.
 - o Ministry of Domestic Affairs, serves to coordinate programs conducted in these areas. For example, UNDP implemented AGI program in the planning and implementation in Gorontalo Province involving the Ministry of Domestic Affairs.
 - o Ministry of National Education, many of carrying out one of SSC are done with the awarding of scholarships.
- **Local Government**

Local governments generally act as executor of the SSC programs relating to the advantages of the region. Local governments also may submit proposals to be submitted to the Central Government.
- **Higher Education**

One of the things that made this institution is coordinating with Ministry of National Education to propose and implement scholarship programs that can be held for the SSC. In addition, universities can also play a role in programs that are short term, such as when there is a demand for training from another country expertise in Indonesia which is owned by the university. This college also has an actual implementation unit under the Ministry of National Education.
- **Non-Governmental Organizations**

Non-Governmental Organization (NGO) is one of the executors of SSC related programs. Generally NGOs are implementing programs at the local level.

C. Financier

Implementation of the SSC is certainly not independent from the aspect of funding sourced from various institutions. These institutions are as follows:

- **Government of Indonesia**
The main funders of SSC is the Government of Indonesia, through which state funds can be channeled to the technical ministries for the implementation of the SSC.
- **Development Partners**
During the implementation, SSC in Indonesia is supported by many partners who have collaborated for many years before this. As for the partners are:
 - o JICA
 - o UNDP
 - o AusAID
 - o GIZ
 - o The World Bank
- **Beneficiary Country**
In some programs which are implemented, the beneficiary countries participate in funding process through cost sharing. Cost-sharing mechanisms are generally set through agreement of both parties prior to the implementation of the program begins.
- **Institutions Bilateral / Multilateral**
Funding may also come from bilateral or multilateral institutions directly. Generally it have only been included in the partner, both in it gathered funds from only one country or several countries.
- **Private Partners**
In SSC blueprint stated that the private is one of the parties that are expected to contribute a lot in this SSC. But now hope has not yet realized, because the mechanism for that has not been established.

D. Beneficiary Country

Beneficiary country is the southern countries that cooperate with Indonesia in the SSC. Beneficiary of this country come from different continents in the world. In practice, other than as a beneficiary, the beneficiary country can also play a role in funding as well. Ultimate beneficiaries of the program SSC may be institutional or individual.

3.2.2. Mapping Program

Paradigm shift as the Middle Income Country to provide support and contributions to other countries. Several activities have been carried out and received international appreciation as: artificial insemination program, family planning training, dispatch of experts and equipment assistance to African agriculture, disaster management workshop, community empowerment program (PNPM), and so forth.

Indonesia's experience and success in various fields has been recognized internationally, such as agriculture which is crucial in tackling food insecurity, population, poverty alleviation through community-based approach driven development, disaster management, and consolidation of democratic practices.

Another basic capital in Indonesia SSC is a long experience of conducting *Kerjasama Teknik antar Negara Berkembang (KTNB* or Technical Cooperation Programs Among Developing Countries) which has been ongoing since 1982 and involving the various agencies of government agencies, non-governmental organizations, private sector and universities.

A. SSC Program in General

In SSC, implemented economic cooperation also covers the field of trade, services and investment. In a report on the study of Sustainable South South Cooperation Indonesia, has been elaborated about some of the SSC-related programs, as described in the section below.⁵

1) Trade Cooperation

The global financial crisis that inhibits the growth and development of emerging economies in developed and developing countries in recent years have demonstrated the importance of developing alternative trade. In such situations, it is appropriate to develop closer trade cooperation among developing countries through the SSC. This is because the potential, capacity and prospects that are owned by the southern states is quite large but the strategic need to be explored in greater depth.

⁵ *Kajian Membangun Kerjasama Selatan-Selatan Indonesia Secara Berkelanjutan, Pusat Kebijakan Regional dan Bilateral, Bidang Interregional, Kementerian Keuangan, 2011*

SSC became one of the strategic opportunity for Indonesia to continue improving market access and export facilities. Trade cooperation with southern countries can be one of the flagship program of SSC Indonesia. Non-oil export performance must be accompanied by efforts to increase oversight and improvement of foreign trade business climate, increase export competitiveness, as well as the increasing role of international trade and diplomacy skills.

The flow of Indonesia's exports of goods to the southern states may be hampered due to several reasons, including limited human resource capacity, limited institutional capacity (institutions), funding limitations, and excessive protectionism. To further strengthen the development of exports to other developing countries carried out the strategy as follows:

- Increased capacity of policy makers in developing countries in establishing the regulatory framework and trading business. Indonesia's experience in building business and trade system can be shared with officials in other developing countries in a single package, such as "Sharing Experience on Business Development";
- Need to develop funding (trade financing) in the form of a more lenient payment plan or other trading schemes that are not good financial burden for Indonesia as an exporting country, as well as other developing countries as the importing country;
- To improve the flow of trade, policies that are barriers to trade can be categorized as an unnecessary obstacle to trade and need to be resolved through bilateral dialogue early stage of the packed in the package "Trade Facilitation Program";
- Dissemination of trade regulations in Indonesia are integrated with the program of assistance in the field of investment services and technical cooperation in a training program to improve understanding of the business in developing countries;
- Conduct innovation of utilization through various trading schemes, such as return on trade as an alternative to trading patterns in order penetration in non-traditional markets;
- Synergy the potential of national excellent products with the potential new markets for expansion by harpening the assessment of potential markets and develop the basic criteria of superior products nationwide. Assessment process is intended to explore economic cooperation in trade, a trade organization of the conference can be done to promote the flagship product in the country of destination;
- Synergy of coordination and implementation between public and private sectors to support the achievement of trade cooperation strategies set out together;

- Improve the regulatory framework of trade and exports, including infrastructure support and advocacy of Intellectual Property Rights (IPR) of Indonesian products that are marketed;
- Implement promotion and publicity for the export of goods and activities which have a link with the implementation of technical cooperation to support economic cooperation.

2) Public Services Cooperation

The role of the service sector for economic growth continues to experience growth in line with increasing public welfare, technological advances, and the desire to obtain a better quality of life. The need for similar services in each country has great potential for global competition in the provision of services that are updated and adapted to the conditions of the country concerned.

Development of the service sector currently affected by globalization or liberalization both in the field of trade and investment. Now flourishing cross-border transactions, it could be possible because the services of financial institutions. Along with the global economy through trade and investment flows, the need for intermediation services and risk management are also increasing.

However, there is a difference between the rate of development of the services sector of developed countries with developing countries, making it more competitive in terms of cost, quality, and types of services. With these conditions, more service cooperation is done between developing countries with developed countries, instead of fellow developing countries.

Collaboration services is an area that has the potential for further cooperation because it has a transfer of knowledge that can be utilized more quickly. In response, SSC is essential to continue to encourage the increased collaboration services in the southern states as a follow-up step of the few activities that have been implemented on a regional scope. For example, within the framework of ASEAN, services is become one of agreement and approval as part of the four pillars of the ASEAN Economic Community (MEA). ASEAN has agreed on a Mutual Recognition Arrangement (MRA) in the field of engineering services, nursing, architecture, surveying, accounting, medical, and manufacturing medical devices.

Strategy of Strategy cooperation development can be directed to the government's priorities as follows:

- Focus on cooperation in construction services, professional manpower and potential other areas;
- For construction services, will be strengthened the coordination with the Ministry concerned and the private sector for implementation of activities that are running. The results of these activities will be published and will be shared with other Southern States;
- Synergizing the strengthening workforce capacity Indonesia with technical cooperation to improve the quality of manpower to suit the needs of the market and existing international standards;
- Develop information systems to map the professional workforce that is owned by Indonesia to meet international market needs.
- In addition, there should be synergy and synchronization with the increased investment which can encourage the use of Indonesian labor services abroad, especially for professionals.

Implementation of services is expected to lead to cooperation on capacity utilization of human resources professionally owned Indonesia, and the use of construction technology more widely in the southern states. In addition, it opened the possibility for development of cooperation in other services in the future.

3) Investments Cooperation

Investment is one important component of a development strategy as a whole. Investment plays an important role for economic growth. Creation of capital accumulation can increase productivity in line with increased investment.

Investment cooperation in the SSC is one important dimension of more broadly economic cooperation, aimed at achieving the development objectives of developing countries. SSC is expected to be more involved in improving capital flows to developing countries which had declined due to global economic crisis in 2008.

UNCTAD (2009) World Investment Prospect in 2009-2011 reported that the prospects for investment in Indonesia was ranked the nine (9) which showed that investment in Indonesia is prospective. This is mainly due to the large markets and the availability of natural resources. With this position and with the signing of the BIT between Indonesia and several developing countries, are expected the realization of investment not only occur in Indonesia but also in other developing countries.

Governments need to develop strategies, systems, infrastructure and mechanisms for the development of investment, especially foreign investment in Indonesia. Current regulations and regulatory framework is only set up investment in the country. Indonesia needs to be more proactive in exploring the possibility of investing in other developing countries, despite facing many problems. Several national companies have been cooperating with partners in Africa and the Asia Pacific region. The opening of information about investment opportunities in Africa and Asia Pacific is expected to further encourage to increase Indonesia investment in developing countries.

Indonesia's development strategy of investment in developing countries can be done through:

- Create and strengthen the conducive situation and environment to investing in internal development that can strengthen the implementation of overseas investments. This is done through the preparation and regulatory frameworks and the standardization of investment to meet the investment needs in the southern states.
- Implementation of investment cooperation will be developed in synergy with the cooperation of trade and exports, which are expected to increase the export value of Indonesia in the south, and also accompanied by the opening of new factories in the country to meet the needs, in line with the use of technology and manpower resources of Indonesia.
- Increase the capacity of businesses to compete with other countries in the southern market countries. Increased capacity is expected to be associated with government technical cooperation.
- Directing and strengthen small and medium enterprises (SMEs) as the spearhead of Indonesia's investment in the southern states by strengthening the program of activities among the major investors in small-medium-sized investors and strengthen the framework, infrastructure and advocacy to support the growing small-medium investors in the market southern states.

4) Technical Cooperation

Technical cooperation of developing countries is essentially a process whereby two or more developing countries implement development programs individually or collectively through the exchange of knowledge, expertise / skills, resources and technical knowledge. Technical cooperation is one of the pillars of SSC which is mostly done by developing countries.

Indonesia program of technical cooperation is a reflection of the success and experience of Indonesia in implementing development programs for Indonesia and the basis for designing future technical cooperation program. General strategy and direction of policy in enhancing technical cooperation in the SSC are:

- Cooperation technique is relatively flexible and efficient, strategically placed to strengthen collaboration and economic cooperation, political, social and cultural, as well as science and technology. Technical cooperation has a vital role to enhance the capacity of government to be the coordinator and executor of the more contributive in increasing of future economic cooperation.
- The implementation of technical cooperation in future SSC Indonesia are directed and prioritized on the technical cooperation that can provide economic benefits (economic return) through the opening and market access as well as increased trade between Indonesia and the southern states.
- Synergyzing the professionals strengthening in technical cooperation with the implementation of cooperation in the service sector, especially in meeting the needs and the market in the southern states.
- The implementation of technical cooperation in the next SSC focused in terms of: (i) training program, (ii) the assignments of professional experts, and (iii) scholarship.
- Training Program. Training programs play an important role in the development of human resources. The training program not only provides knowledge for its participants, but also can be a means of cultural exchange, as well as strengthen the relationship between individuals and between institutions. Development of training programs in the SSC is done through the following steps:
 - Improvement of Training Facility.
 - Upgrades Expert.
 - Scholarship. Scholarship is an important pillar in technical cooperation. Scholarships for higher education is one key factor in efforts to advance the lives and welfare of a nation.

Through the scholarship program, Indonesia could increase the range of cooperation with universities, international partners, nongovernmental organizations and other donors. In addition, scholarship recipients can learn more about various development issues in Indonesia and get a chance to get to know the culture of Indonesia.

As with the other pillars encountered in technical cooperation, one of the flaws in the scholarship program is the data of the program participants are not well recorded. This requires the development of comprehensive and integrated information systems to determine the development of post-scholarship program. The information system also can be a liaison with educational institutions and communities in the country concerned which can be further expanded through the establishment of group for alumni to establish continuity of the relationship between the university's scholarship recipients.

B. Programs in the Master Plan 2011-2025 of SSC

As is well known that the National Development Planning Agency (*Bappenas*) has a duty to prepare SSC Master Plan and Blueprint, the process of preparing both have been completed. Based on the SSC Master Plan 2011-2025, it is known that there are some cooperation programs which are planned to be done. The program classification is slightly different with the classification that have been outlined above, the programs in the SSC Master Plan 2011-2025 are summarized in the following table

Table 2.1. South South Cooperation Program

No	Program	Detail of Program
1	Development Cooperation	Technical Cooperation
		Training Program Improvement :
		Training Facilities
		Instructor Capability
		Training Program Quality
		Expert Improvement :
		Expert Capability
		System Information of Expert
2	Sciences Cooperation	Scholarship Program
		Strengthening of Indonesia's Research & Development Institution
		Development of applied technology
3	Political, Social & Culture Cooperation	Development of South South Cooperation
		Politic :
		Training for Palestine
		Education :
		Strengthening Indonesia on International Forum
		Scholarship Program
		Training for teachers
		Development of sister school
Development of double degree program		
4	Economic Cooperation	Tourism
		Capacity Building of Human Resource
		Improvement of Domestic & Beneficiary Country System & Economic Facility
		Trade Cooperation
		Sharing experience on business development
		Trade financing (long term financing scheme)
		Trade facilitation program
		Training about trade regulation of Indonesia
		Implementation of Trade Conference
		Capacity building on construction
		Investment Cooperation
		Formulation of investment framework, regulation & standardization to fullfil foreign investment (south south country)
		Implementation of investment cooperation and trading/export synergically
		Businessman/woman capability improvement
		Strengthening Micro & SMEs
		Integration of political, social-cultural & science cooperation
		Construction Project Cooperation : equipment, expert & training

 Source : SSC Master Plan 2011-2025, *Bappenas*

Based on the table above, a recognizable shape of the program that is generally implemented are training, scholarships, technical cooperation, dispatch of experts, and aid development projects.

C. Flagship Program

Long-term programs are certainly difficult to do well in the short term, due to various limitations of both human and other resource constraints. Therefore, in the short term (2011-2014) *Bappenas* has compiled some priority programs (flagship program). The priority program, as there are in the table below.

Table 2.2. Flagship Program (Stage 1: 2011-2014)

No	Flagship Program	Program Development
1	Agriculture, food security and social protection	Capacity Building on national program for community empowerment (PNPM)
		Artificial insemination for cattle program
		Farmer's agricultural and rural training center/FARTC program
2	Disaster risk management	Disaster risk management program
3	Democracy & good governance	Capacity building on democratization program
4	Trade & industry	Capacity building on Indonesia Export
		Training on garment
5	Infrastructure	Capacity building on infrastructur program for road construction, water supply and others
6	Human development	Capacity building on population, family planning and reproductive health program
		Scholarship on developing countries partnership program

Source : SSC Blueprint 2011-2014, *Bappenas*

D. Tailor Made/Demand Driven Program

Tailor made/demand-driven program is a program that is not planned by the Government of Indonesia before. The initiative for this program comes from the beneficiary country, so it's demand driven. For example, when Nigeria requested assistance to Indonesia relating to the construction of small dams and irrigation channels. Form activities of this program is training. In this case Indonesia set up the program and the trainer, while Nigeria prepare trainees, while funding comes from the IDB. This Tailor made program requires a different treatment, because it is generally not included in the planning of programs that have been made previously.

E. Program of Development Partner

For this SSC has a program that has been designed by each of development partners. These programs are generally in line with the vision and mission carried by each development partner. Below are described some of the programs carried out by development partners.

1) JICA

JICA programs that run in Indonesia is quite varied and touches on many areas of their fields. Based on the field, JICA program can be classified into four as shown by the following table. The programs are implemented in the form of training for a class consist of many countries although homogeneous classes for a single country, expert delivery and additional training.

Table 2.3. JICA Program Based on the field Japan's Fiscal Year 2010

No	Field	Type
1	Health & Social Welfare	TCTP Group
		TCTP Single Country
2	Educational Development	TCTP Group
		TCTP Single Country
		TCE
		Supplementary Training
3	Agricultural Development	TCTP Group
		TCE
4	Others (Infrastructure, Poverty)	TCTP Group
		TCTP Single Country
		Supplementary Training
		TCE/TCP Single Country

Source : JICA, 2011

Note : TCTP = Third Country Training Program

TCE = Third Country Expert

In addition to programs in these fields, JICA also implement programs:

- Research, Seminar and Workshop
- Development of human resources
- Delivery mission, meeting for the formulation of the project, an international conference
- Publications, public relations

2) UNDP (UNITED NATIONS DEVELOPMENT PROGRAMME)

As a development partner, UNDP Global program has a focus area as follows:

- Poverty reduction
 - Policy Support
 - HIV / AIDS
 - Monitoring progress towards the MDGS
- Energy and Environment
 - Sound environmental management
 - Effective use of energy resources
 - Capacity development/advocacy agreement to adhere to international instruments
- Democratic Governance
 - Accelerating the pace and effectiveness of local government reform
 - Deeping Democracy
 - Promoting rights based legal and justice sector reform
- Crisis prevention and recovery
 - Conflict prevention
 - Disaster mitigation and reduction
- Aceh and North Sumatra Recovery
 - Recovery of livelihood and economic infrastructure
 - Housing settlements and associated Infrastructure
 - Capacity development of governance institutions and civil society
 - Strengthening sustainable peace and development in Aceh

In practice, the activities undertaken by the UNDP is a result of collaboration with local authorities. In the context of Indonesia, UNDP in coordination with *Bappenas* as the implementing partner while the relationship with line ministry is limited.

3) AusAID

Through AusAID, the Australian government and Indonesia work together to reduce poverty, create regional peace, stability and prosperity. AusAID assistance focus on the following areas:

- Education and scholarship
- Health
- Infrastructure
- Poverty reduction

- Democratic governance
- Economic Governance
- Decentralisation
- Gender
- Rural productivity
- Disaster risk reduction
- Climate change

3.2.3. Mapping of Funding

Funding for the implementation of the SSC programs are derived from varied sources, both from domestic and from abroad. Funding will be implemented in Indonesia SSC inclusively. In this case the role of other parties besides central government, namely: local government, private sector, civil society organizations, and universities. Given the limited domestic funding sources, SSC financing will be implemented through a combination of sources from the state budget, private funding, bilateral and multilateral cooperation, and trust funds. The selection of sources of funding will be adjusted to the characteristics of the activities that will be implemented. In addition, sources of funding to finance such programs exist that only comes from one source only, and a combination of several sources of funding. Some funding sources are mapped based on interviews and desk research which is described in the following description.

A. State Budget

In the first period, the allocation of funding that comes from the government budget is the key to the success of SSC Indonesia. This requires the preparation of mechanisms and funding procedures for implementation of the SSC so can be optimized and focused. In order for the implementation of the SSC can be institutionalized in the planning and budgeting, expenditure needed to accommodate the implementation of SSC in other countries. It also needs to be done so that the implementation of the SSC can be more accountable.

With the strengthening of SSC, a paradigm that was originally only accept foreign aid began to change, where the concept of giving aid to other countries also began to be elaborated. Associated with that displacement role, should be carefully prepared both associated with the financial accounting system of government in substance as well as administration. This is because the laws and regulations in Indonesia related to foreign aid is still based on the paradigm of receiving aid.

Preparation of the draft budget-related activities SSC Indonesia must be in accordance with the schedule preparation of the Government Work Plan and the preparation of the draft budget, so the allocation of SSC funding can be optimized.

Currently most of the state budget funds allocated to finance the SSC, which is implemented by each lini ministry. However, due to limited funds, the budget continues to be the source of the matching funds. Currently, the budget for financing SSC does not exist, so the budget to implement the SSC program was incorporated under the heading of technical cooperation. Impact, the development of SSC be monitored well.

B. Development Partner

All this time development partner is one of the institutions that helped a lot in terms of funding for SSC. Form of funding all this time are mostly full funding. But in recent years, Indonesia encouraged to provide greater cost sharing. This funding model leads to the form of triangular cooperation.

C. Bilateral

Bilateral funding sources is when the cooperation agreement is exist, both countries are funding together. Form of bilateral funding is cost sharing between the two countries.

D. Multilateral

Multilateral source of financing is when a few countries together contribute in terms of funding for SSC programs. Included in this group are funding source from multilateral institutions such as UNDP, UNIDO, FAO, ESCAP, Colombo Plan, World Bank, Asian Development Bank, or G-15.

E. Trust Fund and the Multi Donor Fund

Trust fund is a grant fund provided by one or more of the giver grant administered by an institution as the trustee for the purpose of a particular use. Government may receive grants in the form of money to finance through the trust fund. Referred to the trust fund, it is used to finance activities in accordance with national development priorities. These funding include the use of funds to finance activities of the SSC .

F. Private Sector and Banking in Indonesia

In the SSC Master Plan states that one of the sources of funding that are expected to exist, are private and banking. For example, funding is sourced from the funds of each company's CSR. But today, it still can be realized. If there is, private contributions for other countries to date in the form of Public Private Partnership scheme, and the scheme is not included in the framework of SSC.

3.2.4. Key Process Mapping and Coordination Mechanism

Based on the interviews, can be picked up a poin that SSC programs implemented through several stages or process from beginning to end. The whole exist program, of any kind through the primary process which more or less is the same. However, due to differences in program characteristics, types of activities undertaken within the program, and funding sources, so the detailed procedure to be different. The main process through which the SSC program that is implemented as follows:

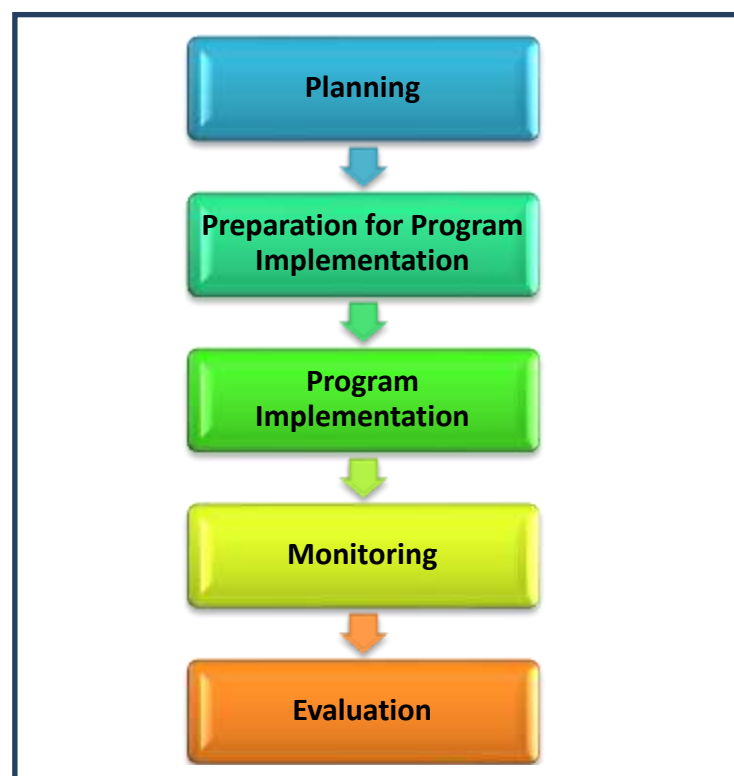


Figure 2.1. Main process of SSC

Sub process implemented by each institution is different for the main process which is running. This is because the SOP is not formed, so natural that each line ministry carry out different procedures. The difference is more obvious, because there is a program initiated by the development partners and programs that are tailor made. From interviews of the total line ministry, developmet partners and other institutions can be summarized in the form of the primary process consists of several sub-processes.

1. Process and Coordination Mechanisms of Program Planning and Funding

Based on the interviews, mapped the processes related to planning a varied SSC program between ministries. The discussion below describes the process variations that occur.

The first variation occurs where the programs come from the secretariat of State:

- Secretary of State collects the programs created by the line ministry
- The program will then be made a priority, so it will come out a list of approved programs, delayed or denied
- Secretary of State also made a program which is the President's commitment to country
- The entire program is synchronized with the SSC program from the Ministry of Foreign Affairs
- The program was presented to the Board, which will not issue any approval
- After that, the process will proceed to the Ministry of Finance

The second variation occurs when the funding does not come from the line ministry, but from the Secretariat of State and/or the Ministry of Foreign Affairs:

- Secretary of State and/or the Ministry of Foreign Affairs informed the line ministry about the availability of funds for SSC and ask for the line ministry for its proposed program
- Line ministry program will deliver to the Secretary of State and/or the Ministry of Foreign Affairs
- The proposed technical program then will be analyzed both technical suitability and cost
- The line ministry and Secretariat of State and/or the Ministry of Foreign Countries to coordinate and agree on a program that will run by line ministry
- Signing of agreement

The third variation occurs when the funding comes from the state budget is in line ministry:

- Line ministry SSC program will develop appropriate competencies possessed by each of the line ministry
- Next the program and its funding will go in the DIPA

The fourth variation occurs when there are funds from development partners directly to the line ministry that can be used to fund programs SSC:

- Development Partners contact line ministry about possible SSC which is related to the specific program on competencies of the line ministry, or
- The process is technically and funding agreements
- Signing of agreement

The fifth variation occurs when there are funds from development partners through the Secretariat of State or the Foreign Office that can be used to fund programs SSC:

- Development Partners to contact the Secretariat of State or the Foreign Office about the possibility of a related SSC and specific program in which the Development Partners estimates that Indonesia has the competence to carry it out
- Secretary of State or the Ministry of Foreign Affairs will coordinate with the line ministry accordingly.
- Partner, Secretary of State or the Foreign Ministry in coordination to reach agreement
- Signing of agreement

The sixth variation is a commonly performed procedure by development partners:

- *Bappenas* Indonesia communicating long-term plan for development partners and more line ministry
- Development Partner will synchronize the programs in the Blue Book with programs
- Development Partners, *Bappenas*, the Ministry of Finance, concerned Ministries/Agencies will prepare a program
- By *Bappenas* preparation program will be included in the Green Book
- Finalize program
- Signing of agreement

Seventh variation made in recent time:

- *Bappenas* as part of SSC Development Coordination Team informed the line ministry to propose programs that can be implemented related to SSC

- Line ministry will prepare the proposed program and then submit it to the National Development Planning Agency as part of the Coordination Team
- *Bappenas* as part of the Coordination Team will review and prioritize program
- Ministry of Finance as part of SSC Development Coordination Team will prepare funding plans
- Plan and the funding program will be submitted to Parliament to do discussion between *Bappenas*, the Ministry of Finance and the House of Representatives for program approval process
- Based on the program discussion, the Ministry of Foreign Affairs can provide advice regarding the appropriate beneficiary country
- The program discussion will also be delivered to the line ministry corresponding to the preparation
- Line ministry corresponding to coordinate with the State Secretariat for the preparation of the administration after receiving input from the Ministry of Foreign Affairs

From a variety of programs, in essence, can be divided into two programs that are demand driven nature and the programs offered by the Indonesia/supply side. For demand driven, the initial process is generally performed as follows:

- Beneficiary country making a request, such as the development partner. Generally the beneficiary country making the request, there is a project with a development partner and as part of the project, there is a need for technical assistance (e.g training) to Indonesia
- Then the representatives of development partner countries in coordination with development partners representatives of Indonesia
- Indonesia Development Partner representatives will follow up the request to the Government of Indonesia through the Ministry of Foreign Affairs or the Secretary of State
- Ministry of Foreign Affairs or the Secretary of State will inform the related line ministry
- Ministry of Foreign Affairs standardize the form of TOR for the line ministry
- The agreement
- The process of signing an agreement

Until now there is no clear criteria in the determination of this institution. The results of these contacts are the discussions that ended with the conclusion of treaties.

At this planning stage, the SSC involving development partners there are also variations of form and signing the agreement. There is a form of Letter of Intent (LoI), Minutes of Meeting, MoU or other form, with the signing of the line ministry varying and are also different levels signatories.

In terms of funding, it can generally be classified into two alternatives, the full budget and cooperation/partnership between the state budget with funds from outside (donor/bilateral/multilateral, etc.). So that every program must have a SSC component budget funding. Both alternatives are expected to influence the planning process SSC funding.

On some projects/programs, for the sake of accountability and adding value to donors, then there is a project/program additional funding almost entirely from donor agencies. Additional projects are basically digging extra or additional utilization of knowledge that needs to be channeled back to the donor. Because the total funding from donor agencies, Indonesia cannot enjoy the added value of the initial program.

In connection with the funding that comes from the state budget, basically, currently the finance ministry has not made a specific role in the SSC. SSC financing from state budget funds, belonging to the internal program of the relevant ministries. So plan activities such as SSC activities are a hidden files in the package of internal program related ministries. Thus, the process of budgeting and disbursement of the budget is the same with other expenditures.

In addition, there is currently no legislation related to funding mechanisms that support this. As known, the terminology in the context of Indonesia's grant as a recipient. So there is no specific budget item in the budget and the rules specifically to provide assistance. Making the account of the new budget is in the process of making by the finance ministry in the future because of SSC is budgeted from the state budget and getting bigger.

During this time, the Ministry of Foreign Affairs has the funds from the state budget which is allocated for cooperation with other countries. While Secretary of State has the funds from the donor. Both line ministry has been coordinating with the line ministry for the implementation of the program, using the source of those funds. While the grant, there has been submitted to the Ministry of Finance or the line ministry directly, but this line ministry should report to the Ministry of Finance.

2. Implementation of the Programme Preparation Process

In the preparation phase of the program, some of the processes and mechanisms under this coordination is generally done by the line ministry:

- Line ministry in coordination with the Ministry of Foreign affairs for communication with the beneficiary country, such as to call trainee
- Line ministry will coordinate with the State Secretariat for administrative processes, such as residence permits of foreign trainees in Indonesia
- Line ministry in coordination with the relevant implementation unit to carry out the program

For a scholarship program that has been widely shared by the Ministry of National Education, the process of preparing the implementation of the program include the following:

- The applicant applying for scholarships through the website,
- Applicants applying to the respective embassy,
- Shortlist of the embassy sent to the Department of Education,
- Department of Education match with the available quota and also adjust country priorities set by the Foreign Ministry, student placement in a particular university is the result of discussions with the university's deputy from Department of Education to considering the capacity of universities to accommodate new students,
- Awardees in-announce to the respective embassies,
- Held orientation to all scholarship recipients,
- Scholarship recipients are sent to their respective countries.

Ministry of Foreign Affairs has made the SOP, one of which related to the preparation of the implementation of activities in which participants from abroad were imported into Indonesia, where the steps are as follows:

- Survey the field and coordination with the implementing agency, including the determination of the location and accommodation
- Dissemination of information activities
- Preparation of a notification memorandum of planned activities and the demand deposit
- Determining the deadline for submission of the participants 60 days before D-day
- Preparation of administrative arrangement
- Making *fax* to *Perwakin* and Diplomatic Note to the Embassy of the State friend on the program offers technical assistance

- Preparation of short-list candidate's name based on *Perwakin* information. Participants must meet all health requirements and attach a letter
- Implementation of the selection process applicants
- Delivery acceptance letter to the applicants who are admitted through Embassy of friendly countries and *Perwakin*
- Forwarding the names of participants to the activities of the implementing agencies
- Offering to some travel agents (at least 3 agents)
- Determination of travel agencies
- Tickets Delivery
- Billing Country Report to each participant and exposure resources / Instructor
- Making a contract with the manager of the place of execution
- Preparation of Certificate and Letter of Appreciation
- Seminar Kit Procurement
- Notice of implementation of the National Police to attach the data of participants, speakers, moderators and others
- Application for a clearing house license and *VKSB*
- Delivery of the number of participants who require a Visa to attach a copy of participants passport and application form
- Implementation of the preparatory meetings activities
- Preparation of banners
- Making remarks and press releases
- Preparation of General Information and Handbook
- Preparation of name tags and rescue card
- Submission of the opening ceremony invitation and activities supplementary file
- Preparation of dummy implementation report

3. Program Implementation Process

In the process of implementation of the program, processes and coordination mechanisms vary depending on the type of program. In the first round of interviews, have not obtained specific information for each type of program, so the review below is still not touching to all types of programs that have been ever implemented.

The process of implementation of the training program as described in Standard Operating Procedure issued by the Ministry of Foreign Affairs, in which the participants coming from abroad are as follows:

- Implement the processes associated with the arrival of participants, including coordination of schedules arrival, accommodation arrangements, transportation, passport copy of participants, distribution of pocket money, kit and other equipment, briefing and dinner
- Performing the opening ceremony on the first day of training
- Implementation of training related to the process of coordination among the implementing agencies, transportation, filling the attendance list of participants, resource persons and moderator, duplication and distribution of materials, minutes, filling out the questionnaire evaluation for each session and the final evaluation, field visits, as well as the collection documents the activities
- Implementation of the substance which covers the delivery of opening and closing remarks, press release submission, exposure to country report from each participant, source exposure, making the opening & closing statements, news gathering
- Closing is performed from room to check the readiness of the closing until the end with the dinner
- Departure of participants concerning the return schedule coordination, transportation and assistance in immigration procedures

For the implementation of programs relating to the dispatch of experts, has also created permanent procedures by the Ministry of Foreign Affairs, with a flow as follows:

- Coordinating with relevant agencies regarding the preparation of the program, selection of experts, duration of the implementation of activities and budget & cost sharing
- Coordination with recipient countries on the readiness of the trainee survey, the readiness of human resources in the recipient country institutions, as well as the completeness of training facilities and infrastructure of the country concerned
- Coordination with *Perwakin*, Agencies and Donor country concerning the local hospitality, and cost sharing
- Schedule preparation of activities
- Assistance of consular facilitation
- The implementation report

Some of the processes and coordination mechanisms for the implementation of programs implemented by partners (JICA) is shown in the following flowchart. Although the flow chart in a process still needs further confirmation, but the outline of the process flow can be used as one input to develop standard operating procedures that will be done at a later stage.

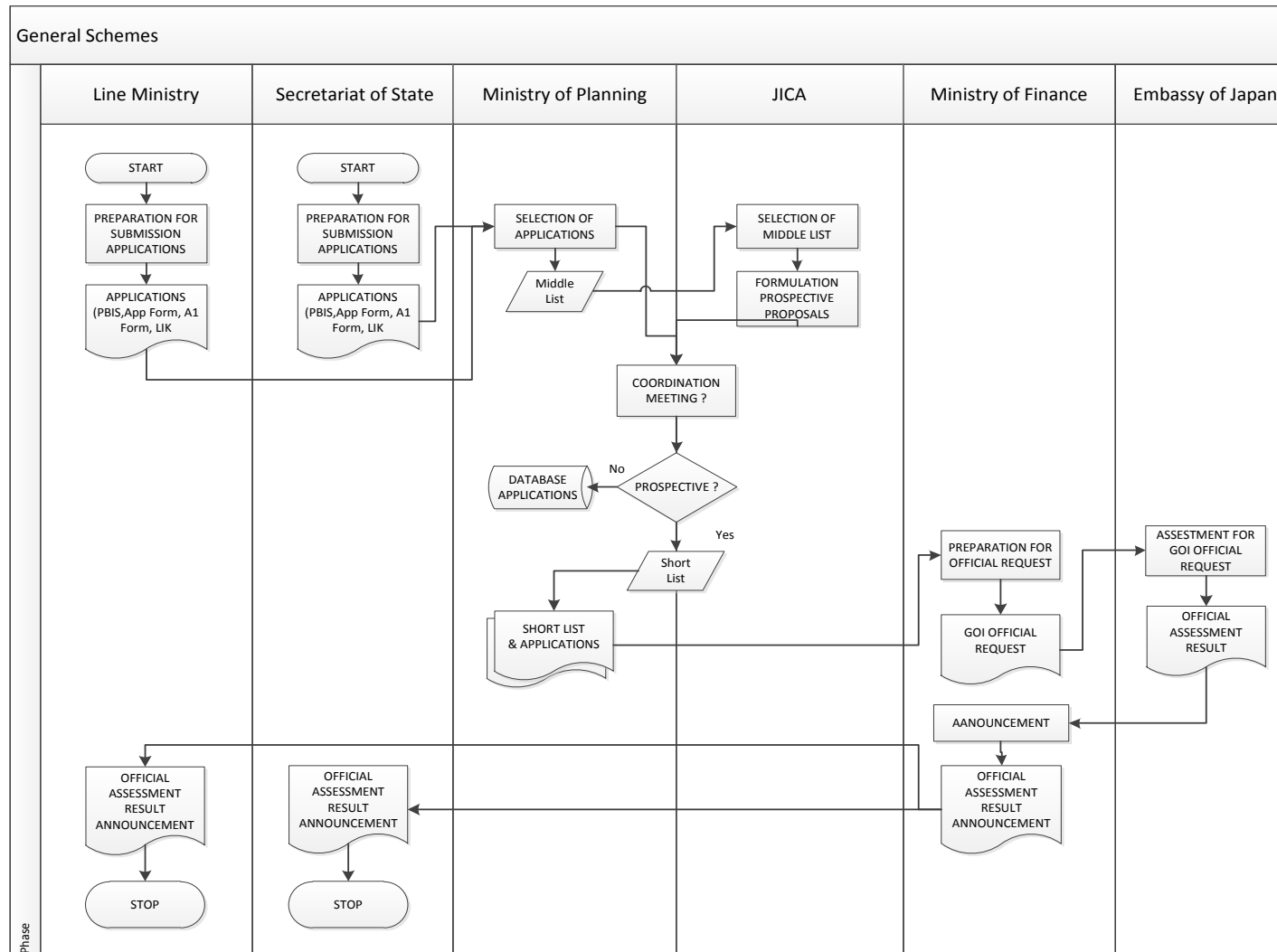


Figure 2.2. General Schemes (JICA)

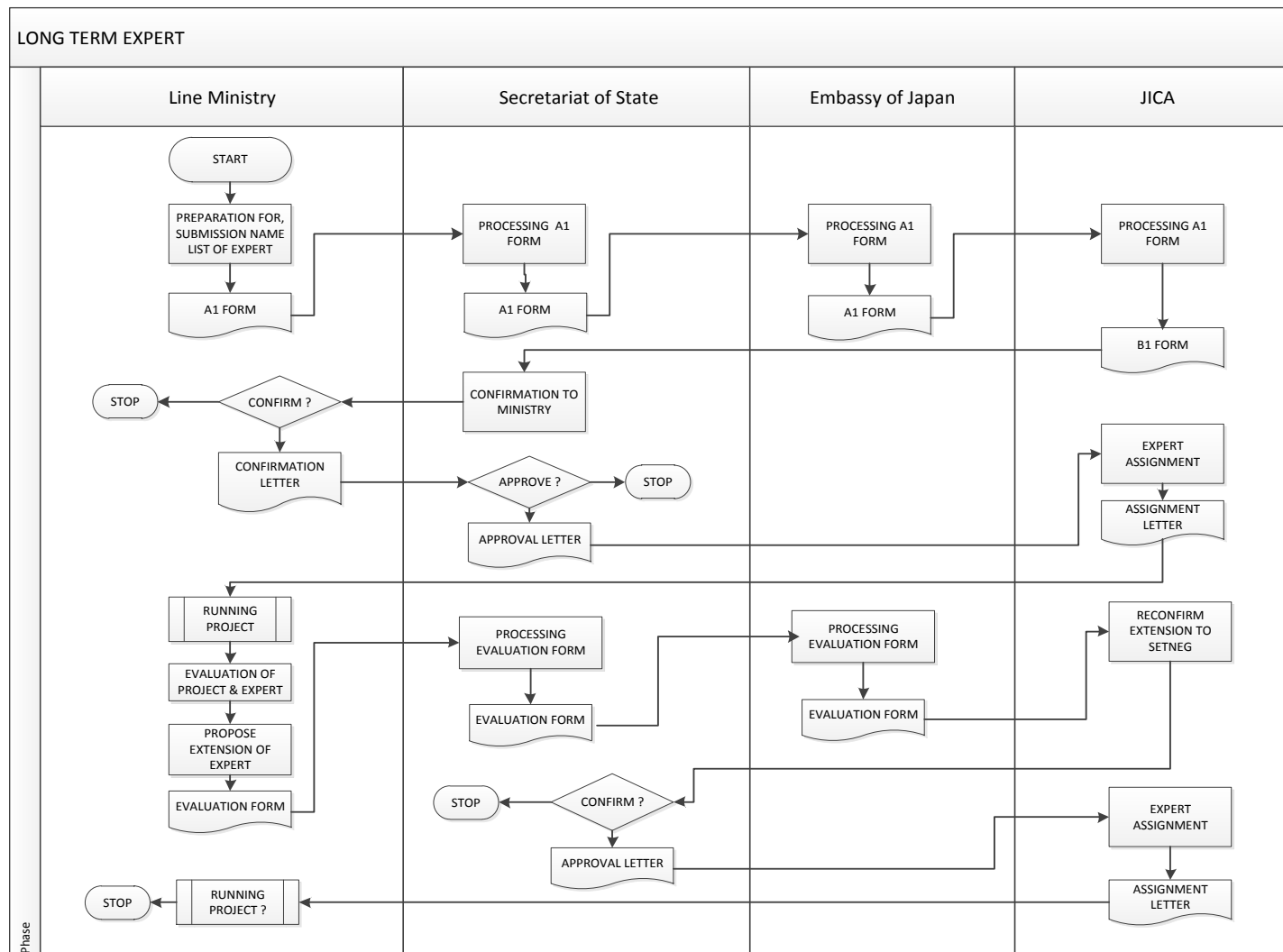


Figure 2.3. Long Term Expert (JICA)

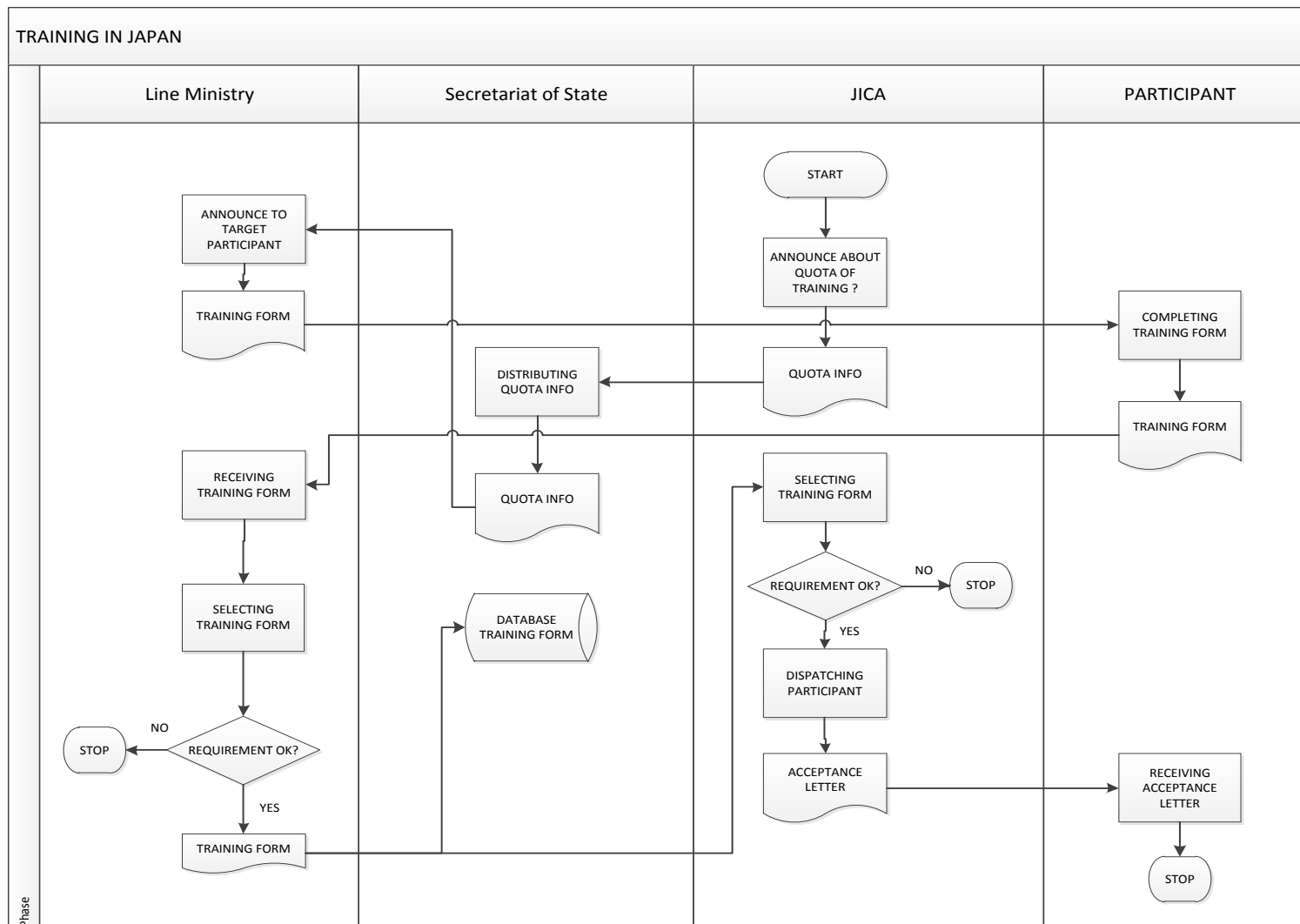


Figure 2.4. Training in Japan (JICA)

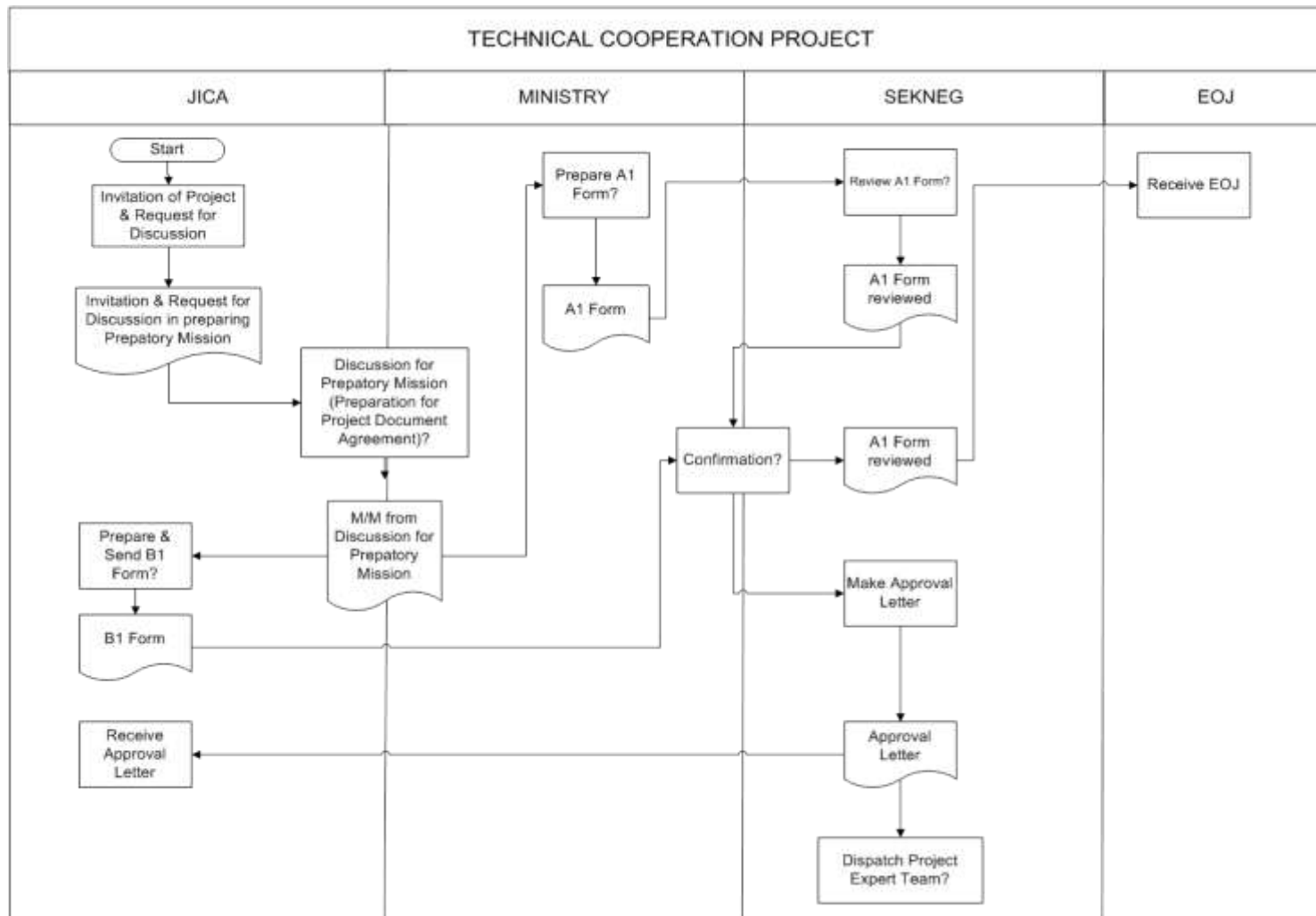


Figure 2.5. Technical Cooperation Project (JICA)

In the first round of interviews, it has not obtained specific information regarding the disbursement of funds related to the implementation of the program. This is related to the lack of regulations on this matter. But in general, disbursements made in accordance the agreed terms, with a portion of financing which is also in accordance with the agreement.

4. Monitoring Process

Monitoring process carried out at the time the program runs. Based on interviews, there is currently no standardization of the parties who carry out this monitoring. Monitoring is generally carried out by the line ministry where there are relevant implementing units assigned to carry out the program. Monitoring process is for example done by the visit at the time of implementation of the program.

Aspect of training which is monitored at the time, is stipulated by the Ministry of Foreign Affairs in the following permanent procedure:

- Disciplinary and participation,
- Competence resource, instructor and moderator,
- Feasibility and completeness of the facility,
- Supporting documentation.

5. Evaluation Process

Evaluation done at the time the program has been completed. This process is generally done by submitting a report by the relevant implementing units, concerning reports of activities implementation (technical) and financial accountability. Next, evaluation process will be done to determine the possibility of follow up program in the future.

Variation during the whole process is run, will become the input for the study team to develop improvements process that are issued in the form of standard operating procedures and coordination mechanisms.

3.3. Problems Involved

In general there are three problems that still face by SSC-Indonesia, as described in the Study of Developing South South Cooperation Indonesia Sustainable (2011): (i) the absence of a SSC national design, (ii) Indonesia does not have a strong entity to deal with SSC; and (iii) have a comparative advantage and competitive identification of Indonesia. Based on interviews and desk research has been done by team, found some problems related to SSC, which is expected to have an impact on the development of SOP and coordination mechanisms. Those problems can include detailed as follows:

1. Institutional forms that have not been established

Currently the government has imposed the SSC Development Coordination Team to carry out its programs from planning to evaluation. However, this team cannot work optimally given the young age. Still need to strengthen the organization, so that its functions can be run well.

2. Authority of each institution is not yet clear

In connection with the existing regulation was not yet completed, and the existence of institutions that have not been established, the authority of each institution is also not clear. This authority is also reflected in the vagueness of the document signing of SSC agreement. This resulted in the difficulty of the other party to run the process, because it would be unclear should coordinate with the agency or unit of work which.

3. Complexity of programs types which are implemented

Programs are varied , viewed from types of programs and inisiator. In this case, based on interviews and desk research, as long as it is known that there is a flagship program, tailor made programs, and programs from development partners. This causes the procedure which has been executed become varied as well.

4. Programs and funding that has not been well integrated

Some of the Line ministry had been doing SSC. Few of them is using state funds, as well as most others use funds from development partners. However, because before there has been no coordination team, then all the programs and funding are also scattered in each of the Line ministry and other implementing agencies. The spread of this funding program and the resulting difficulty of the government to conduct monitoring and evaluation of the program that has been done, and funding has been channeled.

5. The process is not standardized

During this process carried out is still very dependent of the Line ministry respectively. So that when observed, there is no similar pattern between line ministry although the form of activities is similar. Mechanisms of coordination between line/ministry was not similar. Similarly, if the process which is carried out involving development partners, in which the process would follow the custom or standard operating procedures enforced by each development partner.

6. The absence of a special budget item for the SSC program

So far, funding for programs under the SSC still heading of technical cooperation. In the post is still mixed between SSC programs and domestic programs. So it is difficult to know how much aid has been channeled and distributed.

3.4. Analysis of Mapping Results

Based on the mapping which has been done, as long as it is known that there are four parties relating to the south south cooperation. They are (1) SSC Development Coordination Team, (2) Implementation Program, (3) Disabled Fund, and (4) Beneficiary Country. Current institutional form to coordinate the activities of SSC is still a Coordination Team. Because of the existence of the Coordination Team is still relatively new, the mechanism of coordination with other parties were not going well. This can be seen from the lack of standard procedures in place to process the activity of this SSC. Similarly, each Line ministry seem to have different procedures. This condition leads to the difficulties for development partners who intend to establish a SSC with Indonesia, as well as the difficulty of managing the area to implement programs that have run before because the procedure changes which the implementation itself has not smooth yet.

In connection with the improvement of SOP and SSC coordination mechanisms, then in this study, the related parties, especially the Coordination Team and the Executive Development Program SSC will share duties as (1) Strategic Function, (2) Management Support Functions (3) Operational Functions. In this case, the aim is to all programs and funding can be integrated, then the funding will coordinate with the Strategic Function and Management Support first. Strategic Function and Management Support will set the assignment to the Operations function to implement the SSC programs. In practice, Operational Functions will coordinate with the Beneficiary Country. The chart below describes this

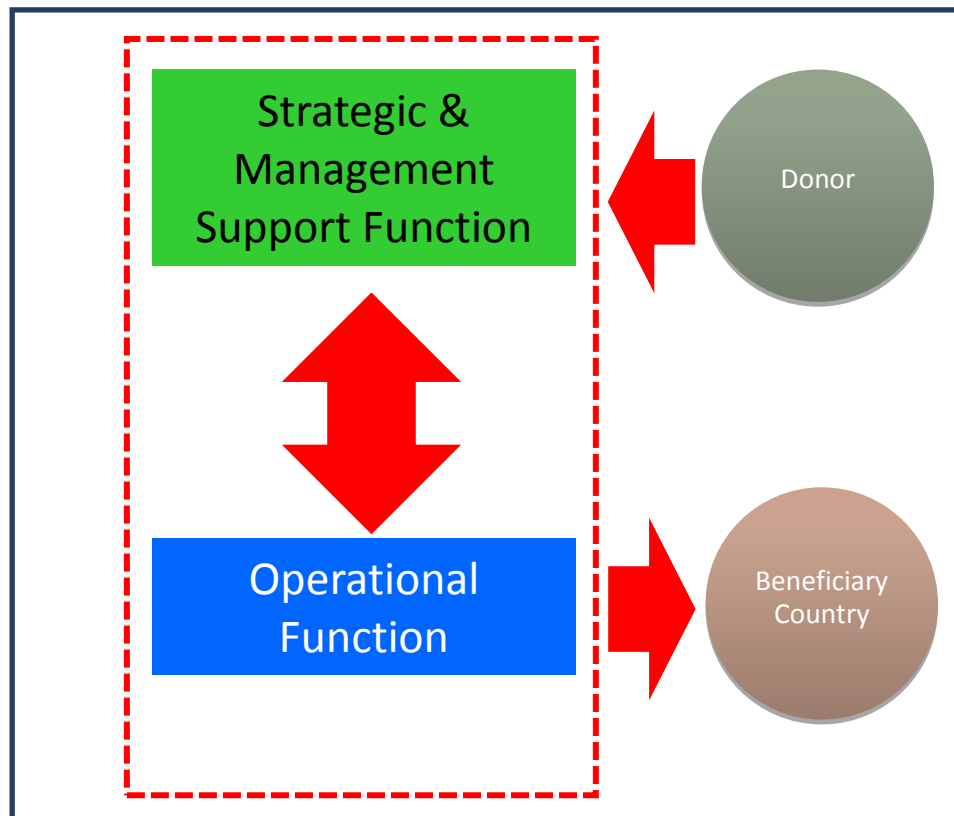


Figure 2.6. Parties Involved in the SSC and Coordination Mechanisms

From the side programs which are implemented, it is known that there are many classification program that has been done. At least there are five types of classifications made by different parties. Each classification are different from each other, which generally divide the program based on the field. This would complicate the process of making an overall program SOP is approximated by a classification per field.

Based on the interviews which have been conducted, and results of desk research analysis, note that although the program are on various areas, but in general we could conclude the real activity of these program areas. The areas of these program activities are:

- knowledge Sharing in Indonesia
 Knowledge sharing can be realized through a variety of activities that have roughly similar process flow. For example, training, seminars, workshops, conferences and so forth. If carried out in Indonesia, the instructor or speaker of Indonesia and most of the participants of Benefiary Country.

- **Knowledge Sharing in the Beneficiary Country**
Knowledge sharing can be realized through a variety of activities that have roughly similar process flow. For example, training, seminars, workshops, conferences and so forth. But this kind conducted in the Beneficiary Country, so there will be procedures for the dispatch of experts (instructors or speakers) to the Beneficiary Country.
- **Delivery of Goods**
Delivery of goods is one activity that is generally done so far. For example, if the Beneficiary Country require productive goods, such as tractors, farm equipment, and so forth.
- **Delivery of Goods & Experts**
Delivery of goods may be accompanied by the personnel, expertise, particularly to explain the product knowledge to the sent items are. Procedures to send experts to follow the procedures for knowledge sharing in the Beneficiary Country.
- **Project and Research**
Forms of cooperation activities of the program can also be a research project, undertaken by bilateral or triangular. Experts can come from two countries, or one of the country.
- **Scholarship**
So far, Indonesia has also been quite a lot of work in terms of scholarships for southern states. Ministry of National Education has many experiences on this subject, with a relatively well-established procedures.

Programs as described above, is part of technical cooperation. Therefore, this study proposes the development program, in which the development program, it is hoped that programs of economic cooperation will emerge. In addition, for the sake of making SOP and coordination mechanism, a team of reviewers saw a different process flow between the programs that are demand driven and programs that are resource-based (supply side).

In terms of funding, based on the results of the mapping is known that there are important sources of funds that can be explored to fund these programs SSC. Source of funds from the Government of Indonesia and Non-Government of Indonesia, both from domestic and abroad. However, based on interviews conducted, in the future Indonesia already has a higher commitment to implement these SSC, so that state funds will be the primary funding source, while other funding sources are as matching funds. Based on the benchmark study conducted in the institutional framework, known also that almost all the countries that implement the SSC, using state funds as a major funding source. So that if in the future Indonesia using two mechanisms, full funding of state funds and cost sharing, then this is in line with the general mechanisms that apply in other countries.

Based on mapping results, it is known that the procedure which is performed in the framework of SSC is highly variable. A large difference caused by many Line ministry are implemented as the procedure which is generally performed by the Line ministry before the SSC Development Coordination Team. The procedure variation is not likely to be accommodated entirely in the study of this SOP and coordination mechanisms. However, good experiences on these procedures can be accommodated to become part of the whole procedure in this study. The results of the mapping institutions, programs, funding and process flows that are currently underway, to be a valuable input to improve the SOP and coordination mechanisms.

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Japan International Cooperation Agency
National Coordination Team of South-South Cooperation

THE PREPARATORY STUDY FOR INSTITUTIONAL ARRANGEMENT OF SOUTH-SOUTH COOPERATION

**STANDARD OPERATING PROCEDURES
FOR SOUTH-SOUTH COOPERATION**

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GLOSSARY OF TERMS

APBN	<i>Anggaran Pendapatan dan Belanja Negara (State Budget)</i>
ASEAN	<i>Association of Southeast Asian Nations</i>
AusAID	<i>Australian Agency for International Development</i>
Bappenas	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BKPM	<i>Badan Koordinasi Penanaman Modal (Investment Coordinating Board)</i>
DTEC	<i>Department of Technical and Economic Cooperation</i>
FAO	<i>Food and Agricultural Organization</i>
GIZ	<i>Die Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GNB	<i>Gerakan Non-blok</i>
ILO	<i>International Labour Organization</i>
JICA	<i>Japan International Cooperation Agency</i>
KAA	<i>Konferensi Asia-Afrika</i>
KADIN	<i>Kamar Dagang dan Industri Indonesia (Chamber of Commerce and Industry of Indonesia)</i>
K/L	<i>Kementerian dan Lembaga (Ministry and Institute)</i>
SSC	<i>South-South Cooperation</i>
KTNB	<i>Kerjasama Teknik antar-Negara Berkembang (Technical Cooperation among Developing Countries)</i>
LoI	<i>Letter of Intent</i>
LSM	<i>Lembaga Swadaya Masyarakat (Non-Governmental Organizations)</i>
MDGs	<i>Millenium Development Goals</i>
MM	<i>Minutes of Meeting</i>
Monev	<i>Monitoring and Evaluation</i>
MoU	<i>Memorandum of Understanding</i>
MRA	<i>Mutual Recognition Arrangement</i>
NAASP	<i>New Asia-Africa Strategic Partnership</i>
NGO	<i>Non-Governmental Organizations</i>

NKRI	<i>Negara Kesatuan Republik Indonesia</i>
MEA	<i>Masyarakat Ekonomi ASEAN</i>
MIC	<i>Middle Income Country</i>
MP3EI	<i>Masterplan Percepatan dan Perluasan Pembangunan Ekonomi Indonesia</i>
OECD	<i>Organisation for Economic Co-operation and Development</i>
ODA	<i>Official Development Assistance</i>
OKI	<i>Organisasi Konferensi Islam</i>
PBB	<i>Perserikatan Bangsa-Bangsa</i>
PENS	<i>Politeknik Elektronika Negeri Surabaya</i>
PKKTLN	<i>Panitia Koordinasi Kerjasama Teknik Luar Negeri</i>
PUSPITEK	<i>Pusat Pengembangan Ilmu Pengetahuan dan Teknologi</i>
RKP	<i>Rencana Kerja Pemerintah (Government Work Plan)</i>
RPJM	<i>Rencana Pembangunan Jangka Menengah Nasional (National Medium Term Development Plan)</i>
RPJPN	<i>Rencana Pembangunan Jangka Panjang Nasional (National Long Term Development Plan)</i>
RPJP	<i>Rencana Pembangunan Jangka Panjang (Short Term Development Plan)</i>
Setneg	<i>Sekretariat Negara (Secretariat of State)</i>
SOP	<i>Standard Operating Procedures</i>
SSTC	<i>South-South and Triangular Cooperation</i>
TOR	<i>Terms of Reference</i>
Tupoksi	<i>Tugas Pokok dan Fungsi (Main Tasks and Functions)</i>
UMKM	<i>Usaha Mikro Kecil dan Menengah (Micro, Small and Medium Enterprises)</i>
UNCTAD	<i>United Nations Conference on Trade and Development</i>
UNDP	<i>United Nations Development Program</i>
USAID	<i>U.S. Agency for International Development</i>

CHAPTER I

TASK AND MAIN OUTPUT OF SOME FUNCTIONS

In order to strengthen the implementation of SSC-Indonesia, it requires a refinement of procedures and coordination mechanisms that have been running at this time. First, the step that needs to be taken is to perform the integration in the form of "one gate policy", where all kinds of proposals and requested SSC program activities, as well as planning, distribution, and financial reporting are expected to be done in one door. This matter of course will greatly facilitate the monitoring of the Indonesia development and contribution in the implementation of SSC.

The next step to be taken, as a follow-up of one gate policy, dividing the functions of the mandate recipients of SSC activity into a separate function, that are strategic function, the function of management support, secretarial functions, administrative functions and program operational functions. Strategic function, the function of management support, secretarial functions, and administration functions of the current is an integral part of the SSC Coordination Team. In the future, all four of these functions can be in a single body or separated.

Strategic function will run at least five major tasks. **First**, the strategic function has primary responsibility for setting the policy direction of the SSC implementation with respect to foreign policy priority, trade policy priority, economy priority, experience, expertise, and the potential possessed by Indonesia. **Second**, the main task is to perform the functions of strategic planning program, which is done by:

- 1) Mapping the SSC programs, whether in the form of technical cooperation and economic cooperation. Furthermore, mapping the SSC programs which are programs that come from the government's commitments with other countries, the program comes from the initiative of the beneficiary country (demand driven), and the program from internal development (supply side);
- 2) Perform gap and mismatch analysis between the program and funding. Associated with the program, a strategic function to identify and analyze the proposals and requests and then compare it with national development plans. Related to the funding, the strategic functions will analyze and identify the allocation of funding needs and availability of existing funds (needs-resource matching);

- 3) Perform gap and mismatch analysis between available program/funding to the potential that may be developed. In this case, the strategic function to analyze the possibility of internal development program along with alternative funding sources in SSC implementation process;
- 4) Ensure program planning link with economic policy, international trade, defense, and other policies with respect to the direction of national development policies through intersectoral coordination;
- 5) Conduct the SSC program development by considering the direction of SSC policy and the policy of the Government of Indonesia.

Third, the strategic function may provide input to the Minister/similar level Personnel related with existing program packages to be offered to other countries (in terms of funding and target beneficiary country). **Fourth**, the strategic function has an obligation to communicate the SSC program to stakeholders concerned. **Fifth**, the main task of the strategic function is to evaluate the results of SSC activities that are conducted, in which the evaluation will be used as the main basis for preparation of the feedback lessons and recommendations from the evaluation results that can be utilized to increase the effectiveness and efficiency of the implementation of SSC. Furthermore, the expected results on the major tasks undertaken by the strategic functions are as follows:

- 1) The arrangement of planned SSC program for long-term (5 years, including in this category of multi years) and short-term (per year);
- 2) A long-term program, per-field program, to be arranged;
- 3) The arrangement of short-term program with the details of the form of a program (activity);
- 4) Implementation of program development;
- 5) Establishment of agreements with funders (in general);
- 6) The arrangement of standardization on the signing authority of the agreement;
- 7) The arrangement of SSC program promotional activities planning.

The second function is the function of **management support**. In support of strategic functions, management functions support has several main tasks. **First**, related to the financing plan, in this case there are several major tasks performed, as follows:

- 1) Planning funding. In this case management function is to plan funding support for a wide range of SSC activities undertaken together with a strategic function;

- 2) Mapping of existing funding. In this case management function make the alternatives support mapping to the existing funding sources, both from within and from abroad tailored to the characteristics of the to be implemented activities;
- 3) Gap and mismatch analysis program and funding. In this case management functions support the strategic function to assist in identifying and analyzing the allocation of funding needs and availability of existing funds (needs-resource matching);
- 4) Analysis and mismatch gap between program/funding available to the potential that may be developed. In this case management support functions assist the strategic function to analyzing the possibilities of internal development program along with alternative funding sources in the course of SSC;
- 5) The allocation of funding. In this case management support function distributes/allocates funds to the operational functions in order to accommodate the needs of funding of implementation of SSC in the field;
- 6) Along with Strategic Function, create standardized funding agreements.

Second, the function of management support has a major task in the search for funding sources, which in this case management support function find alternative sources of funding in accordance with the existing mapping which is based on the characteristics of the activity. The next function is, to conduct of financial records and management in order to ensure the principles of transparency and accountability over the use of these funds. The fourth function is as a party who establish an agreement with funders (in general), which in this case management support functions are given the mandate to make deals and agreements with funders regarding both the structure and amount of funding problems.

Last function of management support is to carry out the evaluation of the funding program in order to ensure the effective and efficient use of funds in the implementation of SSC. The expected results on the major task undertaken by the management support functions are as follows:

- 1) Implementation of allocation of funding, per-field cooperation and per-form program;
- 2) Implementation of agreements with funders (in general);
- 3) The arrangement of agreement signing authority standardization;
- 4) The arrangement of regular financial reports;

The next is secretarial functions, where this function will have a primary duty to ensure the smooth process of filing correspondence and documents both from SSC Coordination Team to another agency or from other agencies to SSC Coordination Team. In addition, it also served to smooth the flow of information between the areas that exist in SSC Coordination Team.

The fourth function is the function of program administration, where this function has a primary duty to:

- 1) Taking care of the administration of expatriate that to be assigned on duty in Indonesia and Indonesian experts to be assigned overseas;
- 2) Taking care of the administration of SSC scholarship programs;
- 3) Taking care of abroad trips administration in order to implement the SSC program.

The last is the operational functions, where this function serves to implement programs according to plans made by the strategic function. Operational functions are divided into two forms based on the program implementation technique in the field. **First**, the operational functions that technically are also running the program in the field. In this case the operational functions assigned to:

- 1) Follow up the agreement that stipulated in the short term planning in the form of agreement/treaty, per-program form, which is more specific programs such as the technical agreement;
- 2) Make preparation of program implementation in accordance with the form it self. In this case the operational functions do the preparations related with the implementation of programs such as expert determination, making the work agenda, the provision of facilities and equipment in the implementation of activities, and others. The shape of the program can be:
 - Training and Workshop in the beneficiary country
 - Training and Workshop in Indonesia
 - Expert Dispatch to the beneficiary country
 - Delivery of goods and expertise to the Beneficiary Country
 - Project and research
 - Scholarships
- 3) Implement the program in the field according to the program that has been agreed;
- 4) Monitor the implementation of activities;
- 5) Conduct an evaluation of the activities implementation, to be reported to the relevant parties as material for evaluation and feedback on implementation of activities;

Second, the operational functions that do not run their own SSC technical program have a duty to:

- 1) Follow-up an agreement that stipulated in the short term planning in the form of an agreement/treaty per more specific program form (Letter of Intent);
- 2) Perform the preparation of the TOR;
- 3) Determine the implementing agencies through the tender / bidding process;
- 4) Make an implementation preparation by the operational function in line with the shape of the program. In this case the operational functions make the preparations for the implementation of programs such as the preparation of accommodation, making the work agenda, the provision of facilities and equipment in the implementation of activities, and others. The shape of the program can be carried out:
 - Training and Workshop in the beneficiary country
 - Training and Workshop in Indonesia
 - Expert Dispatch to the beneficiary country
 - Delivery of goods and expertise to the Beneficiary Country
 - Project and research
 - Scholarships
- 5) Implementation of the program in the field according to the form of a program conducted by a third party;
- 6) Conduct monitoring of the programs that are conducted by the third party;
- 7) Perform an evaluation of the implementation of activities to be reported to the relevant parties as material for evaluation and feedback on implementation of activities.

Operationally, these functions will work in the existing work units, both in SSC Coordination Team and the Technical K/L. This has been elaborated in the form of organizational structure of SSC Coordination Team as described in the institution section. Henceforth, the SOP that is made in this study refers to the organizational structure of SSC Coordination Team that has been described in the study of institutions.

The next necessary step in order to strengthening the implementation of SSC in Indonesia is to strengthening the internal and inter-function coordination. To reinforce this, it would require a kind of uniformity and simplification of procedures for implementing SSC. Uniformity and simplification of this procedure can be included into the SOP that the description can be followed through several sections below.

CHAPTER II

STANDARD OPERATING PROCEDURES (SOP)

2.1. Terminology and Structuring of SOP

To facilitate the readers, here are some of the terminologies used in the preparation of standard operating procedures that will be presented in the following sections. It is also intended that the reader to has the same perception of the terminology used. The terminologies are:

- 1) Program, is a form of SSC policy instrument that consists of one or more of the activities conducted by the Line Ministry and/or other institutions and coordinated by SSC Coordination Team;
- 2) Activity is the operational form of the SSC program that can be implemented by the line ministry and / or other program implementers;
- 3) SSC Coordination Team was formed to operate the team and coordinate the implementation of the SSC programs;
- 4) Line Ministry is the technical ministries/government agencies that carry out SSC activities in the field;
- 5) Strategic Function is a function performed by a unit of work assigned primarily to determine the SSC policy direction and program planning. At this time, in which the SSC institutional form is formed into SSC Coordination Team, then this function is part of SSC Coordination Team;
- 6) Management Support Function is a function performed by the work unit assigned primarily to plan, manage and records the SSC financial. At this time, in which the SSC institutional form is formed into SSC Coordination Team, then this function is part of SSC Coordination Team;
- 7) The function of Secretariat is work unit who have duties related with the smooth flow of mailing/documentation and information from and to the SSC Coordination Team. At this time, in which the SSC institutional form is formed into SSC Coordination Team, then this function is part of SSC Coordination Team;
- 8) The Administration function is a function performed by the work unit assigned primarily to administer the program. At this time, in which the SSC institutional form is formed into SSC Coordination Team, then this function is part of SSC Coordination Team;

- 9) Operational functions are functions performed by institutions tasked to implement SSC programs. At this time, the operational functions performed by the Line Ministry and other executive institutions such as universities, NGOs and the private sector;
- 10) Working Group (WG) is working unit which under control by SSC Coordination Team;
- 11) Beneficiary Country is the other countries included in the category of the south where Indonesia conducts the SSC;
- 12) Development Partners is multilateral or international institutions that are in cooperation with Indonesia and funded (in part) SSC projects.

Based on the interviews result, desk research and also with consider various things for the improvement of SSC standard operating procedures, the reviewer team formulate some of the SOP, as will be described in the next section. Breakdown of the proposed SOP in this study generally follows the project activities cycle in which through the following main stages:

- Planning
- Preparation of Program Implementation
- Implementation of the Program
- Monitoring
- Evaluation

Given that there are considerable variation in programs and funding, then the SOP breakdown in general refers to these main stages, at the beginning it is separated only of the program and funding. Especially regard to funding, because the activity begins with the planning, then proceed with the acquisition and use of funds, then the SOP regarding the funding is separated. As for the SOP program, because the activities starting from planning, which is then followed by the program preparation and program implementation, then the discussion will be explained in a series of sub-chapter. For monitoring and evaluation procedures are also described in a separate section, as it can be used in general for all types of activities. SOP structuring in this study is illustrated through the following chart.

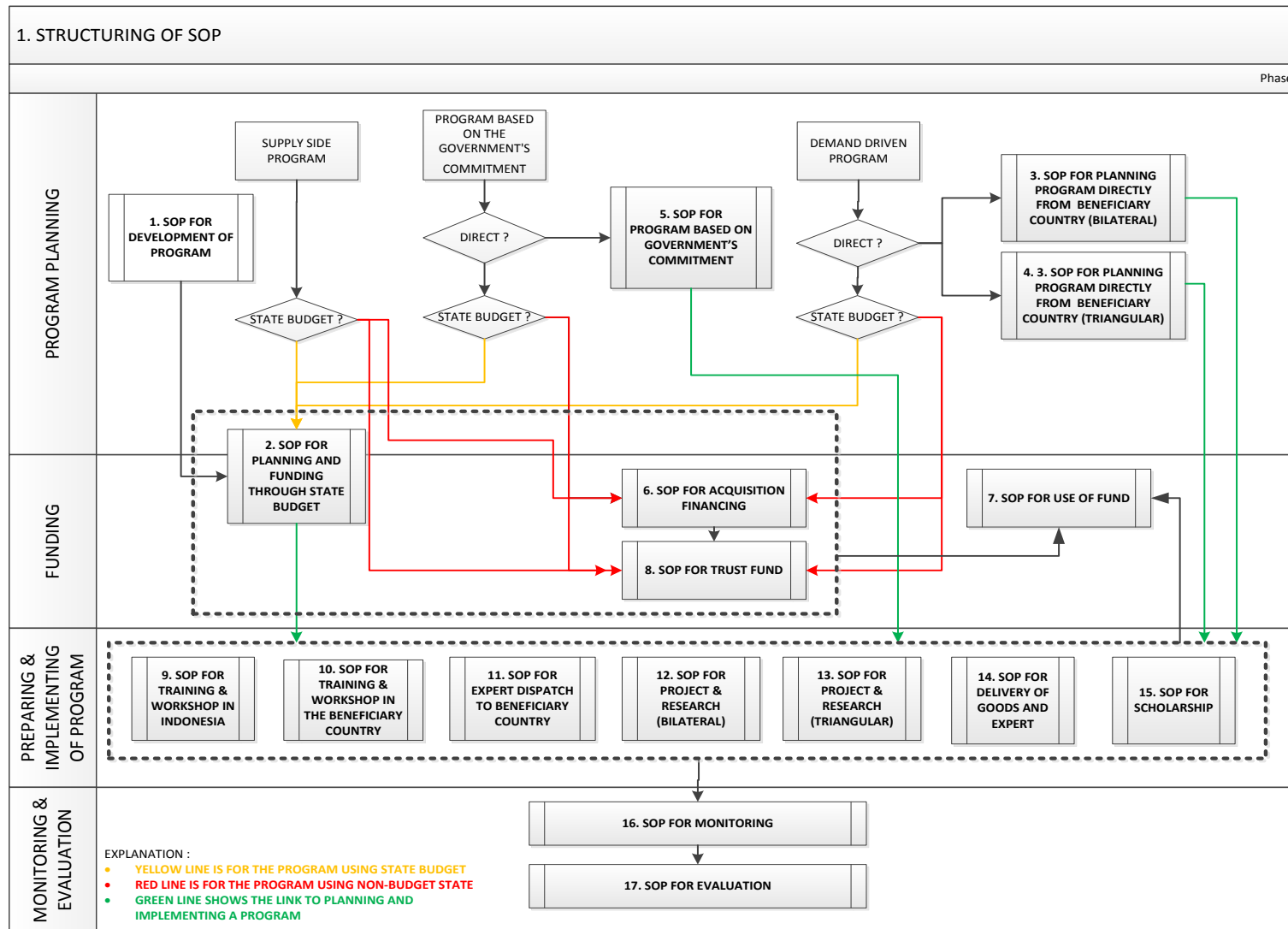


Figure 2.1. Structuring of SOP

Based on the SOP structuring as described in the figure above, in this study SOP is presented through several sub-chapters as follows:

Table 2.1. SOP Development Organizing

Process	Sub-Process	Sub-Chapter
Coordination Mechanism	None	2.2.
Program Planning	<ul style="list-style-type: none"> ▪ Planned Program <ul style="list-style-type: none"> ○ Program Development ○ Program Planning & Funding through State Budget ▪ Direct Program <ul style="list-style-type: none"> ○ Direct Request from Beneficiary Country (Bilateral) ○ Direct Request from Beneficiary Country (Triangular) ○ Direct Request based on Government Commitment 	2.3.
	<ul style="list-style-type: none"> ▪ Funding Acquisition ▪ Use of Fund ▪ Trust Fund 	2.4.
	<ul style="list-style-type: none"> ▪ Training & Workshop in Indonesia ▪ Training & Workshop in Beneficiary Country ▪ Experts Assignment to Beneficiary Country ▪ Project & Research (Bilateral) ▪ Project & Research (Triangular) ▪ Goods delivery and Experts Assignment ▪ Scholarship 	
	<ul style="list-style-type: none"> ▪ Monitoring ▪ Evaluation 	2.6.

Source : LMFEUI, 2012

2.2. SOP for Coordinating Mechanism

As has been explained in the institutional framework section, for the current institutional form that is most likely to be implemented is SSC Coordination Team. However, given that the current organizational structure is not conducive to SSC's implementation, it has been proposed in the previous section to re-adjust the organizational structure of SSC Coordination Team. Readjustment is carried out in order to better support the implementation of this SSC from planning to monitoring and evaluation. In order to this SSC Coordination Team to be able to carry out its functions with as optimum as possible, it is necessary to strengthen internal coordination. Some of the activities below are an internal coordination mechanism that can be done primarily by SSC Coordination Team.

A. Optimizing the Use of Secretariat Team Room

Coordination mechanism starts with optimizing the utilization of Secretariat Room of SSC Coordination Team. Secretarial area can be shared by the members who are members of SSC Coordination Team for various activities. The optimization of the use of this secretarial area/room has several objectives, including:

- 1) It is one more way to launch the transformation coordination process, from virtual transformation to be real coordination. In this case, although the current SSC Coordination Team has been formed, but in addition to the forum discussions/meetings, things are still done by each ministry separately. This resulted in SSC Coordination Team function can not be achieved optimally.
- 2) Improve the effectiveness of coordination, where members of SSC Coordination Team can discuss, communicate, exchange information and access general information about the development of SSC outside the meeting schedule. In this case, the current coordination is mostly done at the last meeting, so that the information exchanged is also relatively limited.
- 3) Increase the efficiency of coordination, where the cost of the meetings that are required can be reduced in such a way than if all meetings must be conducted outside the ministry. Thus, the savings made can be used for other purposes.
- 4) It is the base camp where all SSC documents are stored and can be accessed again if needed. Currently, SSC documents scattered in their respective ministries.
- 5) It is the base camp where at the time of the system and the device is ready, then the server can be deployed to integrate all activities of SSC. Currently, there is no integration process of SSC.

B. Implementation of the Trilateral Meeting

Trilateral Meeting is one of the activities performed to synchronize the planning of the entire line ministries with the policy direction of national development priorities. Line ministries strategic plan are prepared considering with the availability of funds to obtain the most priority activities. SSC programs may become one topic of discussion in the Trilateral Meeting, given the increasingly strategic role for Indonesia. To prepare for participation in the Trilateral Meeting, the SSC Coordination Team and staff should prepare needed materials. Therefore, the necessary coordination for the preparation of Trilateral Meeting includes:

- Meeting of Mapping Program Coordination
WG Program will conduct several meetings to finalize the mapping program that already includes priority program based on program needs mapping of the southern states. The need for such programs should also be combined with Indonesia's foreign policy. Meetings were held with the direction of the Chairman/Vice Chairman of the SSC Coordination Team.
- Meeting of Coordination Preparation of SSC Initial Work Plan
WG Program and WG Funding meet to consolidate the proposed activities of the line ministries in the form of Early SSC Technical Work Plan to be delivered in the Trilateral Meeting. Meetings were held with the direction of the Chairman/Vice Chairman of SSC Coordination Team.
- Meeting of Preparation of SSC Final Work Plan Coordination
Based on the discussion in the House of Representatives, WG Program and WG Funding held a meeting to readjust the SSC's Work Plan which has been consolidated from the final line ministries work plan.

C. Project Meeting Implementation

Project meeting is needed to discuss non-routine matters. Some non-routine things that might be needed discussion were:

- 1) The commitment of government (President) with other countries that have not been planned in advance but must be implemented in the current year, so it requires a special discussion.
- 2) The existence of the beneficiary country program requests received by the Ministry of Foreign Affairs through embassy/Representatives in the countries concerned that are urged to be implemented in the current year. But this demand has not been planned in advance.

- 3) The demand for the program of development partner or beneficiary country through the Development Partners that is urged to be implemented in the current year and has not been planned in advance.

Project meeting is conducted by some of the provisions as follows:

- 1) *Project Implementation Meeting* is conducted immediately after the non-routine things happen and cannot be decided by the WG Funding and WG Program.
- 2) *Project Meeting* also made to agree on the scope of SSC that will be outlined in the MoU.
- 3) *Project Meeting* can be held in room of Secretariat Team or other agreed place.
- 4) Parties are invited and its job/role is:
 - Chairman and/or Vice Chairman of the SSC Coordination Team, to direct the course of project meetings and provide a final decision
 - Chairman of WG Program, to coordinate the preparation of materials for project meetings and provide input related to the received program
 - Chairman of WG Funding, to coordinate the preparation of materials for project meetings and provide input related to the funding position and the estimated needs of funds to finance the program
 - Representatives from related line ministries, to provide the input of the availability of competencies that appropriate with accepted programs
 - Representatives from the Beneficiary Country (if any), to provide a more in-depth explanation of the SCC program requests
 - Development Partner (if needed), to provide a more detailed explanation about the SCC program requests
- 5) Project Meeting agenda carried with a plan to realize the demand for programs that have not been included in the regular planning.

D. Implementation of the Regular Meeting

Regular meetings are conducted to coordinate the development of SSC in the on progress status. Regular meetings conducted with the following conditions:

- 1) The implementation is done every third or fourth week in every 3 (three) months, so the meeting can be used as a reference to make the follow up action on the next 3 (three) months. But if in the future the activities of SSC Indonesia are increasing, then the frequency implementation of the Regular Meeting may be increased, so that SSC can run better.

- 2) Implementation of regular meetings can be held in Room of SSC Development Coordinating Secretariat Team or it can be take place in one of the office ministry that is members of SSC Coordination Team.
- 3) Parties that are invited:
 - Chairman and / or Vice Chairman of SSC Coordination Team
 - Chairman of WG Program and 1 (one) of its members
 - Chairman of WG Funding and 1 (one) of its members
 - Chairman of Administration Program and 1 (one) of its members
 - Chairman of the Secretarial Team and 1 (one) of its members
 - Two officers who assigned to administrative and the minutes duties

If the invited parties are unable to attend, it may delegate to the members according to their respective fields, but first with the coordinate of the material to be presented in the monthly meetings. Regular meetings will be held only if at least 3 (three) of 5 (five) Chair confirmed to attend. If such provision cannot be met, then the regular scheduled meeting back on another day, but remained in the third or fourth week of the month.
- 4) Agenda to be discussed in regular meetings are:
 - Target and the realization of SSC based on the previous plan
 - The results of ongoing SSC monitoring
 - The results of the completed SSC evaluation
 - Constraints and discussion of the implementation of solutions for problems that cannot be solved by program implementer
- 5) The decisions taken in a regular meeting can be used as a reference for follow-up that is needed. The result of the regular meeting should be informed to the whole field and related line ministry about the problems encountered (if any).

Regular meetings are also conducted in the WG, with the aim that each WG duties and functions related to daily activities can be implemented as well as possible. Regular meetings are held once every month. Decision in the Regular Meeting will be a reference to follow up.

2.3. SOP for Program Planning

SSC programs that are implemented can be classified into two major parts, namely the programs can be planned in advance and programs that cannot be planned in advance. The planning process will generally be more easily to be conducted and accounted for if the program can be planned in advance, because all the programs that need funding will be more easily implemented when has been planned before. But it is also possible that in the current year, there were requests SSC program that is not included in the planning that has been done. The following discussion is related to two types of programs, which can be planned in advance and that cannot be planned in advance.

A. SOP for Program that can be Planned

The program that can be planned, start its process since at least the previous 16 months. These programs sought to be integrated within a planning system after considering several other sub-systems planning program. In this case, in addition to the programs that will be elaborated in the form of technical cooperation, there is expected to begin programs in the form of economic cooperation. Therefore, under this section will describe the planning of a program both to develop a program in the form of economic cooperation and technical cooperation. In addition, expected future SSC programs are market oriented, thus start from the mapping program needs of the southern states will be matched with the available competence. The entire program that will be integrated, will also consider the suitability of the national development policy, the policy direction SSC and direction of Indonesia foreign policy.

A.1. SOP for Program Development

Planning of Program Development is one of the sub-system of proposed program planning in this study. Program Development is intended to enable the multiplier effect for businesses as well. SOP for the development of this program is described in the following phases of activity:

- 1) Chairman and Vice Chairman of the SSC Coordination Team, Chairman of WG Program, Bappenas, the Ministry of Foreign Affairs and the Ministry of Commerce held a discussion for synchronization between the policy direction of Indonesia with SSC policy. Determination of policy direction can be consulted to SSC Advisory Team. The output generated from this activity is the result of the analysis which contains more specific SSC policies. If the SCC Coordination Team decided to establish the Special Team, then the further handling of the SOP which is currently handled by the WG Program, may be submitted to the Special Teams.

- 2) Chairman of WG Program and a member of the program performed an analysis of the potential southern state candidates for the SSC implementation based on SSC policy direction
- 3) Chairman of WG Program, members appointed and representatives of private sector discuss the candidates for potential southern states to the implementation of the SSC, based on SSC policy direction
- 4) Two representatives from WG Program whom appointed by Chairman of SSC Coordination Team jointly conduct assessments the Beneficiary Country that is a priority, to explore the potential economic and technical cooperation that is possible between Indonesia and the country
- 5) Chairman of the SSC Coordination Team will be appointed related Line Ministry to carry out the cooperation
- 6) Line Ministry will analyze the availability of competence to carry out the program. If there is no constraint of competence, then Line Ministry will send a letter of willingness as program implementers.
- 7) The results are formulated in the form of annual assessment work plan, road map program, details of the program per year and the funding are discussed with the WG Program SSC Coordination Team with representatives from Line Ministry that appointed by the SSC Coordination Team.
- 8) Assessment results are formulated in the form of MoU which contains areas of cooperation, programs and funding that will be done.
- 9) Chairman of the SSC Coordination Team, Chamber of Commerce representatives and Beneficiary Country authorities make and sign the MoU.
- 10) MoU will be the reference for the discussion of technical agreement, which is carried by Line Ministry, representatives of the Beneficiary Country and WG Program SSC Coordination Team. The head of line ministries can assign a working unit, which is relevant to such cooperation. WG program served to keep the alignment of technical agreements in line with the MoU. Technical Agreement signed by the Line Ministry (one level below the minister) and representatives of the Beneficiary Country.
- 11) Secretariat of the SSC Coordination Team will input MoU and Technical Agreement into database development program
- 12) WG program will incorporate the input in the development of a database program with other programs planned to be made of planning an integrated program with other program planning.
- 13) Private sector will follow up the cooperation

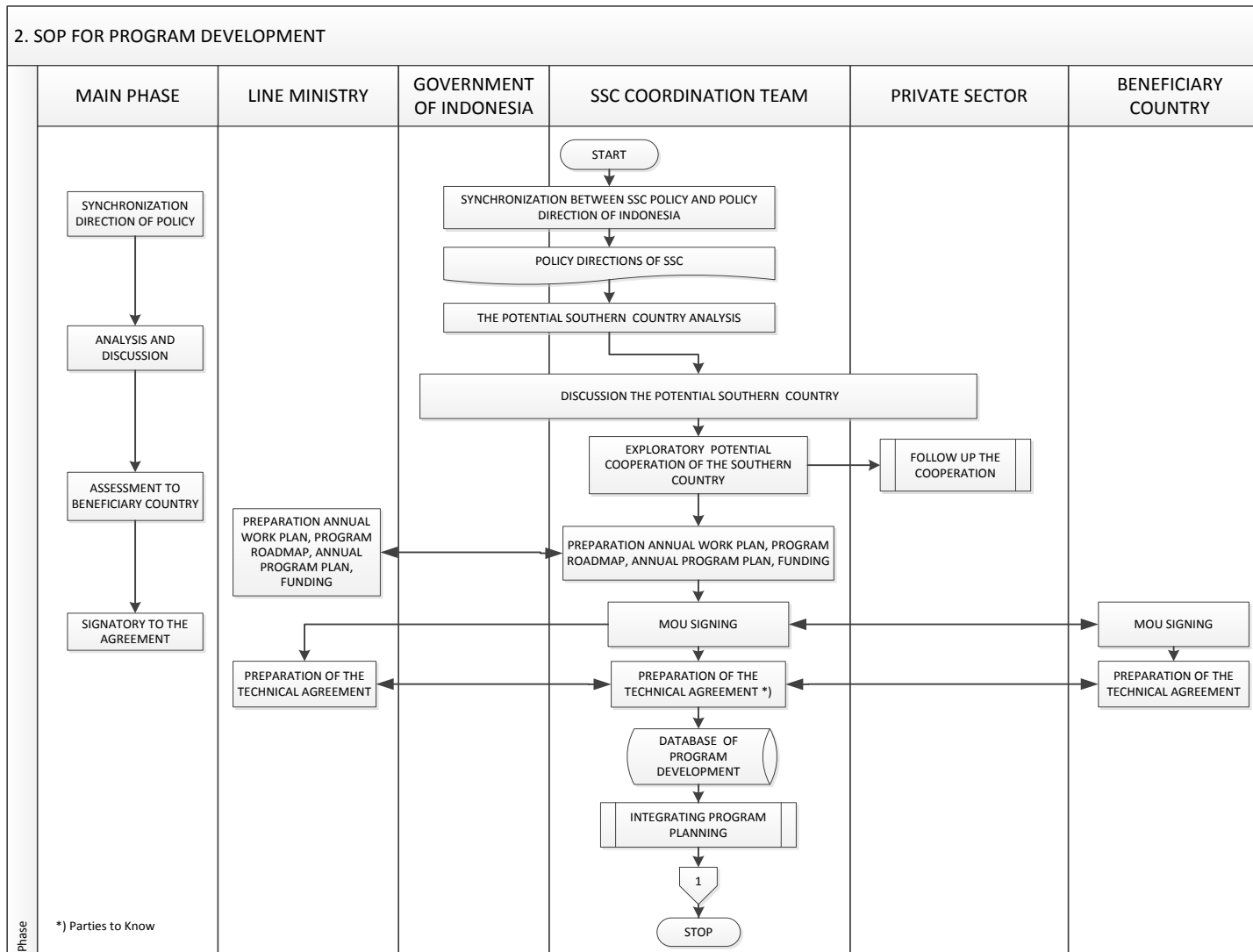


Figure 2.2. SOP for Development Program

A.2. SOP for Program Planning and Funding Mechanism Using State Budget

From several sub-systems planning program in which the program can come from several sources, in the end, SSC Coordination Team should integrate into the national planning system, in order to become an integral part of national development. National planning system is basically following the budget cycle, in which the planning for the next year has already begun since the beginning of the previous year. So that the planning process will take one year, before it can be implemented. One consideration is that most of the SSC activities will be financed with state budget (rupiah).

Development of SOP Planning SSC Program and Funding through the State Budget mechanism, is refer to some regulations, namely:

- Regulation of Republic of Indonesia Government No. 90 of 2010 on Planning and Budget State Ministry/Institution
- Implementation Guidelines of Three Parties Meeting in the preparation of the RKP and Line Ministry work plan framework, Year 2013 which is compiled by *Bappenas* and the Ministry of Finance

As for matters related to the financing refers to the rules/policies as outlined in funding sub-section.

The procedures for integrating the planning stages of SSC program are as follows:

- 1) WG Program under the guidance of Chairman/Vice Chairman of the SSC Coordination Team develop initial program mapping. SSC program mapping is the result of analysis based on:
 - Program requirements (demand driven) through the input received by the Embassy/Representative in the southern states and also the results of an analysis conducted Embassy/Representative in the southern states,
 - Program requirements (demand driven) submitted by the Development Partners but can be included in the budget planning mechanism, where funding for such programs is the cost sharing funding which is should be planned first through the State Budget mechanism,
 - Program priority was launched (e.g. flagship program), which means a program that is supply side,
 - Program based on the commitment of the government (the President) but that can be included in the state budget planning mechanisms, as well as
 - State and Indonesia's foreign policy priority.

WG Funding will complement this mapping by mapping the sources of funding that may be used. These activities are conducted on at least the month of October in the year T-2, so that in December of T-2 the mapping is ready.

- 2) The President through the Chairman of Bappenas will deliver the Direction of Priorities Policy of the National Development and RPJM. These activities are conducted in January in the year T-1.
- 3) Under the National Development Policy Directions Priority, the Chairman/Vice Chairman of SSC Coordination Team set policy direction. Chairman/Vice Chairman of SSC Coordination Team may consult with the SSC Advisory Team in determining the direction of policy. In addition, the harmonization efforts SCC policies are also made towards other economic and trade policies.
- 4) WG Program led by the Chairman/Vice Chairman of SSC Coordination Team will align SSC mapping program was conceived with the policy direction of national development priorities and policy direction of SSC.
- 5) WG Funding will align the priority programs with the availability of funding from each source of funds available.
- 6) Under the priority program document, Chairman of the SSC Coordination Team deliver the request for the proposed activities to line ministry and Development Partner in accordance with the restrictions (program and destination countries) that have been given in the priority program. Application for the proposed program/activity and funding include the following matters:
 - For the short-term activities (1 year), accompanied by a classification guide of program, based on their activities field and form to be executed (knowledge sharing in Indonesia, knowledge sharing in the Southern state, capacity building in the beneficiary country, freight forwarding, freight and energy experts, project research or scholarship)
 - For a multi years, accompanied by a classification guide of the program based on their field and form activities to be executed (knowledge sharing in Indonesia, knowledge sharing in the Southern state, capacity building in the beneficiary country, freight forwarding, freight and experts, or scholarships)
- 7) Line ministry analyzes the competencies available in the institution.
- 8) Line ministry plans the activities in accordance with the application for the proposed program, considering the suitability of the competencies required to program availability. The proposed activities contain:
 - Types of activities to be implemented
 - Type of activity in the form of government commitment (if any)

- The need for funding. Specifically to fund programs that are straight /direct, then line ministry estimate the funding needs based on historical estimates.
 - The duration time of the implementation
 - The executive (a unit under the related line ministry or if the competence is not available it can be implemented by third parties).
 - When an activity requires competencies of more than one line ministries, then the proposal should be mentioned the involved line ministry and the clear division of activities and funding needs.
 - Proposed activities also include the country of destination in accordance with the priorities that have been submitted by SSC Coordination Team.
- 9) Line ministry submits program proposals to the Chairman of SSC Coordination Team
- 10) WG Program of SSC Coordination Team inventoried the entire program input
- 11) Chairman of SSC Coordination Team will sign an MoU with the Beneficiary Country and / or Development Partners, for approved programs.
- 12) Government of Indonesia, in this case is Bappenas and the Ministry of Finance set the indicative ceiling, which is then sent to Line Ministry. These activities are carried out until mid-February, T-1.
- 13) Line Ministry plan new initiatives and funding needs, which are then presented again to the government.
- 14) Bappenas and the Ministry of Finance will prepare the Preliminary Draft of RKP to be used as guidelines for drafting the state budget. Both ministries will match the funding and programs/activities in order to obtain the output in the form of budget allocation per priority activities for each line ministry, as well as the indicative budget ceiling. Early draft RKP and Indicative Budget Ceilings were sent to the line ministry and SSC Coordination Team. These activities are conducted until March in the year T-1.
- 15) Based on the Preliminary Draft RKP, Indicative Ceiling, and program inventory, line ministry work plan, WG Program and the Chairman/Vice Chairman of SSC Coordination Team, WG Program and WG Funding sector (division) to be in discussions to create Early SSC Work Plan, which at least contain:
- The programs and activities to be implemented
 - Estimated of total funding requirements and sources of funds. Then separate the program/activity with funds sourced from state budget and other sources.
 - Sorting long-term & short term programs/activities
 - Determination of priority programs/activities of both long and short term
 - Implementing the programs/activities

- 16) When the need for funding beyond the indicative ceiling, then WG Funding will attempt to seek sources of funding.
- 17) SSC Early Plan was discussed in Trilateral Meeting, in conjunction with other topics. In the Trilateral Meeting, a discussion will be conducted to get the deal if there is a mismatch between existing in the Preliminary Draft of Early RKP Work Plan with SSC who have been prepared. Representatives who attend the Trilateral Meeting is the Chairman and Vice Chairman of the SSC Coordination Team. Trilateral Meeting conducted during the two weeks since the beginning of April Month T-1.
Materials that are submitted by SSC Coordination Team in Trilateral Meeting are:
 - The SSC policy direction and its integration with other policy areas (economy, trade, foreign policy)
 - SSC Strategic Plan
 - Priority programs/activities, and funding needs for the destination country
 - Allocation of program/activity and funding per line ministry
- 18) The result of Trilateral Meeting to be a reference preparation of Revised of Line Ministry Work Plan. Each Line Ministry will improve the work plan and send it back to the Bappenas and Secretariat of SSC Coordination Team.
- 19) The Government will draft the budget cap based on the revised of Line Ministry work plan and notify the Line Ministry. These activities are conducted in June T-1.
- 20) Line Ministry follow-up with the preparation of work plan and line ministry budget plan which will be relayed back to the government.
- 21) WG Funding of SSC Coordination Team to follow up with the initial planning funding.
- 22) Work Plan and budget will be discussed in the House of Representatives, start from the early discussion until the resulting output in the form Financial Memorandum and the state budget draft (RAPBN) which was read by the President on August 17 in the House of Representatives.
- 23) Ministry of Finance, Bappenas and the House of Representatives will conduct a thorough discussion to obtain a final budget allocation for each line ministry including the SSC activities. These activities conducted until October T-1.
- 24) Line Ministry would revise the Work Plan & line ministry Budget plan and submit it to Bappenas and the Ministry of Finance. Bappenas and the Ministry of Finance will prepare the budget allocation which is then poured in the Presidential Decree. These activities are carried out at the latest by 30 November T-1.

- 25) Based on Presidential Decree, the Line Ministry will arrange the implementation of the budget document to obtain the approval of Parliament. Endorsement by the House will be held on December 31 T-1.
- 26) WG Program consolidate each line ministry Budget Execution Document particularly related SSC activities that have been passed by the Parliament, then put it together with the planning of programs/activities in which the funds obtained from non-budget sources. WG Funding will be detailing the results of consolidation with a more comprehensive funding plan. Overall consolidated results will be used as SSC Work Plan.
- 27) Chairman of the SSC Coordination Team will be appointed SSC Development of Line Ministry related to follow up the program with the Technical Agreement. Technical Agreement will be made between line ministry and Beneficiary Country. SSC Coordination Team will ensure that the Technical Agreement that is in line with the MoU have been signed. Technical Agreement will be signed by the Line Ministry (one level below the minister) and representatives of the Beneficiary Country, with a note by the Chairman of the SSC Coordination Team.
- 28) SSC Work Plan and Technical Documents Agreement is inputted in the database by SSC Coordination Team Secretariat.

B. Programs that Cannot Be Planned

In addition to programs that can be planned, SSC is often faced with the sudden emergence of demand that is expected to be implemented in the current year. While at the time, the integrated program planning has been done through the mechanism of the state budget. The sudden demand can come from three different sources:

- 1) Request from the beneficiary country program, which can directly submit their request to the Government of Indonesia and demand through development partner, which was essentially the result of a program needs assessment that is required by the beneficiary country.
- 2) Commitment to the Government of Indonesia in this regard is the President, which generally occurs when the President visited the Southern countries or at a meeting between the Southern countries. Information about the commitment of the Government of Indonesia will be administered by the State Secretariat for further processing through existing mechanisms.

From any source of demand for the program, it will then be processed by SSC Coordination Team which will also involve the program implementers such as line ministry and/or the appropriate agency program managers. The following section will describe the SOP associated with programs that are not planned before.

B.1. Program Request from the Beneficiary Countries (Bilateral)

Standard Operating Procedures (SOP) for executing the planned programs that do not demand that comes from the beneficiary country are as follows:

- 1) Beneficiary countries apply for the program in the form of official letter of request or inquiry terms of reference forwarded to the Secretariat of the SSC coordination team
- 2) WG Funding and WG Program held a meeting to determine whether or not the program is implemented by considering the suitability of the program requested by the SCC policy, competence and availability of funds.
- 3) WG Funding and WG Program may decide not to implement the SSC program request, if there are the following things:
 - Not according to the direction of national development policies and/or SCC policy direction including the country of destination
 - Competence required is not available
 - The funds available are insufficient to finance the implementation of the program, and failed to obtain matching funds
- 4) If the program cannot be met, then the Chairman of the SSC Coordination Team will sign a letter of notification about it to be sent to the Beneficiary Country

- 5) If the requested program can be met, then the Chairman of the SSC Coordination Team will be appointed Line Ministry and follow up with the relevant Technical Project Meeting to discuss project feasibility.
- 6) If it can be handled, Chairman of SSC Coordination Team will lead the implementation of Project Meeting to follow up the request, according to the provisions relating to the implementation of the Project Coordination Meeting on the Mechanism.
- 7) Discussion of project feasibility in the Project Meeting was related to the general conditions concerning the following matters:
 - Forms of activities to be implemented
 - Plan of funding needs
 - Source of funding that can be used (full budget or cost sharing with the beneficiary country)
 - The executor of the program
 - Plan for the implementation of the program
- 8) The project feasibility discussion in the Project Meeting is used as the basis for the preparation guide of Memoranda of Understanding (MoU), signed by the Chairman of the SSC Coordination Team and beneficiary country authorities. Then MoU can be used by line ministry to prepare Technical Agreement.
- 9) Secretariat Team of SSC Coordination Team will enter in the available database system.
- 10) Related Line Ministry appointed implementation unit to conduct SSC Program
- 11) Related Line Ministry (one level below the Minister) and the beneficiary country authorities preparing the Technical Agreement.
- 12) Discussion of the Technical Agreement may decide to readjust the request to the SSC program, if there are the following things:
 - Funds provided only enough to finance part of the implementation, so that the required targets adjustment, such as reducing the target number of participants, the target number of experts should be sent abroad, the place of execution or anything else that can be customized.
- 13) Technical Agreement was seen as a guide to describe the Project Document, which contains the details of a project and PIC of its activities, the period of project implementation and funding responsibilities in detail that has not been set in MoU. Technical Agreement was signed by personnel who one Level under line Minister, beneficiary country authorities, and the Chairman of SSC Coordination Team to find out and keep the harmony of the MoU with the Technical Agreement.
- 14) Secretariat of the SSC Coordination Team inputs into database systems.

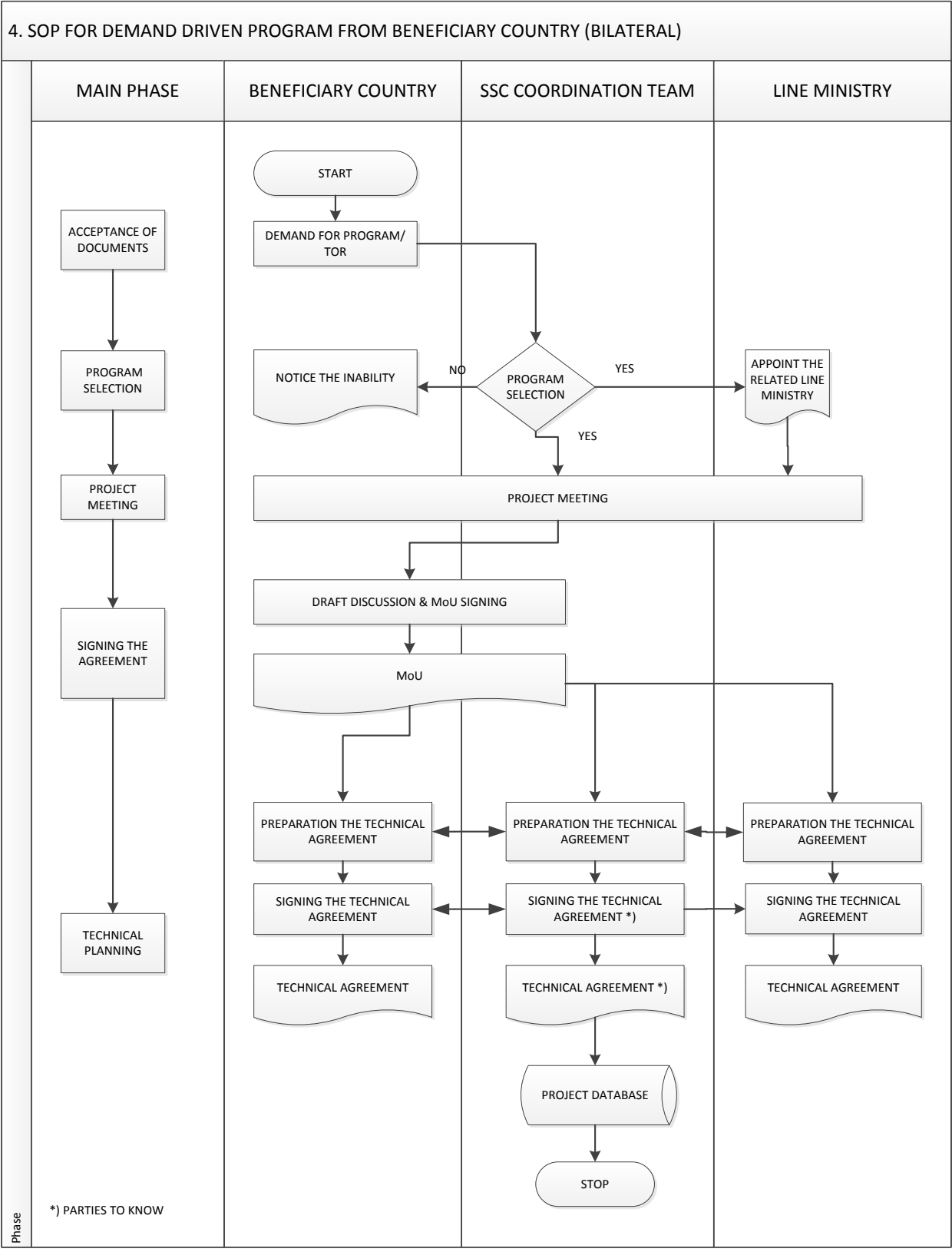


Figure 2.5. SOP for Demand Driven Program from Beneficiary Country (Bilateral)

B.2. Request for Program from the Beneficiary Countries (Triangular)

- 1) Standard Operating Procedure (SOP) for executing the request of the beneficiary country programs are as follows:
- 2) Development Partners' request a formal request letter to the Secretariat of SSC Coordination Team.
- 3) WG Program and WG Funding will review the proposal request
- 4) WG Funding and WG Program may decide not to implement the SSC program request, if there are the following things:
 - Not according to the direction of national development policy, the policy direction SSC and/or country of destination is not in accordance with the policies of Indonesia's diplomacy
 - Competence required are not available
- 5) If it is not affordable, then Chairman of the SSC Coordination Team Signing the inability notice that was sent to of Development Partners
- 6) If the requested program can be met, then the Chairman of the SSC Coordination Team will be appointed related Line Ministry
- 7) If affordable, The Chairman of the SSC Coordination Team will lead the implementation of the Project Meeting to discuss project feasibility, according to the provisions relating to Project Meeting on the Coordination Mechanism.
- 8) Discussion of feasibility project in the Project Meeting was related to the following matters:
 - Forms of activities that to be implemented
 - Expected Target
 - Plan funding needs
 - Financing scheme
 - Plan for the implementation of the program
- 9) The results of the discussion guide used as a basis for the preparation of Memoranda of Understanding (MoU) which will be signed by the Chairman of the SSC Coordination Team, Development Partner Representative and Beneficiary Country authorities.
- 10) Related Line Ministry appointed implementation unit to conduct SSC Program.
- 11) MoU will serve as the basis for preparing the Technical Agreement between the related Line Ministry, Representative of Development Partner and Beneficiary Country authorities. SSC Coordination Team serves to maintain alignment of the MoU with the Technical Agreement that will be generated.



- 12) Discussion of the Technical Agreement may decide to readjust the request to the SSC program, if there are the following things:
- 13) Budget that provided only enough to finance part of the implementation, so that the required targets adjustment, such as reducing the target number of participants, the target number of experts should be sent abroad, the place of execution or anything else that can be customized.
- 14) Technical Agreement was seen as a guide to describe the Project Document, which contains the details of a project and PIC of its activities, the period of project implementation and funding responsibilities in detail that has not been set in MoU.
- 15) Technical Agreement was signed by personnel who one Level under line Minister, beneficiary country authorities, and the Chairman of SSC Coordination Team to find out and keep the harmony of the MoU with the Technical Agreement.
- 16) Secretariat of the SSC Coordination Team inputs into database systems.

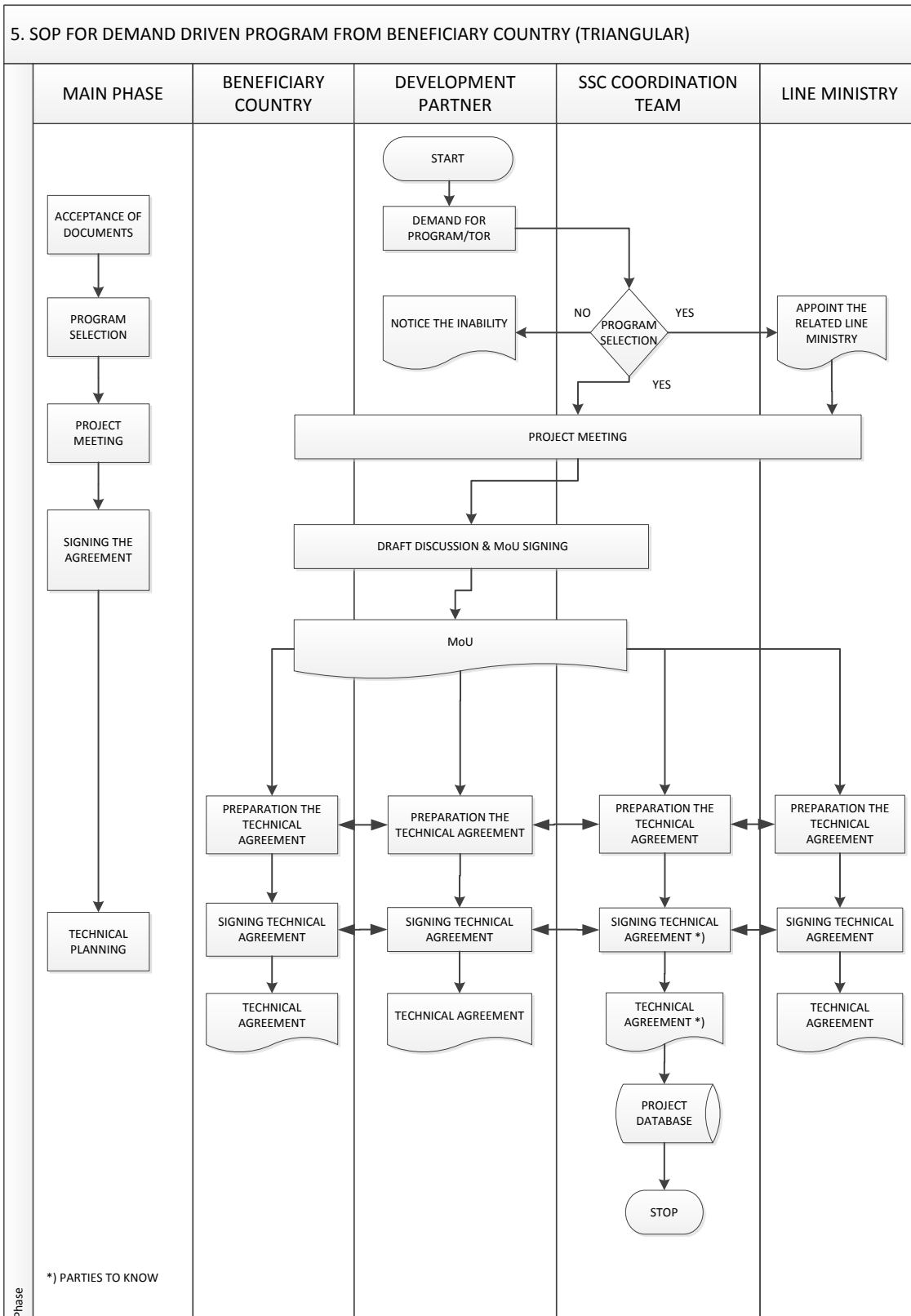


Figure 2.6. SOP for Demand Driven Program from Beneficiary Country (Triangular)

B.3. Program Based on the Government's commitment

Government, in this case, the President, can agree that SSC during a visit to Southern countries or in meetings between countries. Therefore, the below describes standard operating procedure (SOP) for executing the program requests that occur outside of the planning has been done:

- 1) Secretariat Team of SSC Coordination Team received a SSC request from the government's commitment through the line ministry.
- 2) WG Program and WG Funding review the programs related to:
 - Forms of activities to be implemented
 - Expected Target
 - Plan funding needs
 - Financing scheme
 - Plan for the implementation of the program
- 3) The Chairman of SSC Coordination Team will appoint related Line Ministry to implement the program
- 4) Project Meeting will be held when adjustments to the commitment of the SCC program is needed, for example, if sufficient funds are available only to finance part of the implementation. Implementation of Project meeting follows the coordination mechanism.
- 5) The output of Project Meeting will be used to discuss the MoU. MoU is signed by the Chairman of the SSC Coordination Team and beneficiary country authorities.
- 6) The MoU will be followed by the Technical Agreement by the related line ministry. If there is a shortage of funds, the Technical Agreement make adjustments to the target, for example, reducing the target number of participants, the target number of experts should be sent abroad, the place of execution or other things that need adjustment.
- 7) Line ministry will delegate the implementing of program to work unit below
- 8) The content of technical Agreement are activity project, PIC for each activity, the duration of project, and funding source
- 9) Technical Agreement signed by the related line ministry (one level below the Minister), Representatives of Development Partner and Beneficiary Country authorities.
- 10) Secretariat will enter Technical Agreement and the Project Document in the available database system.

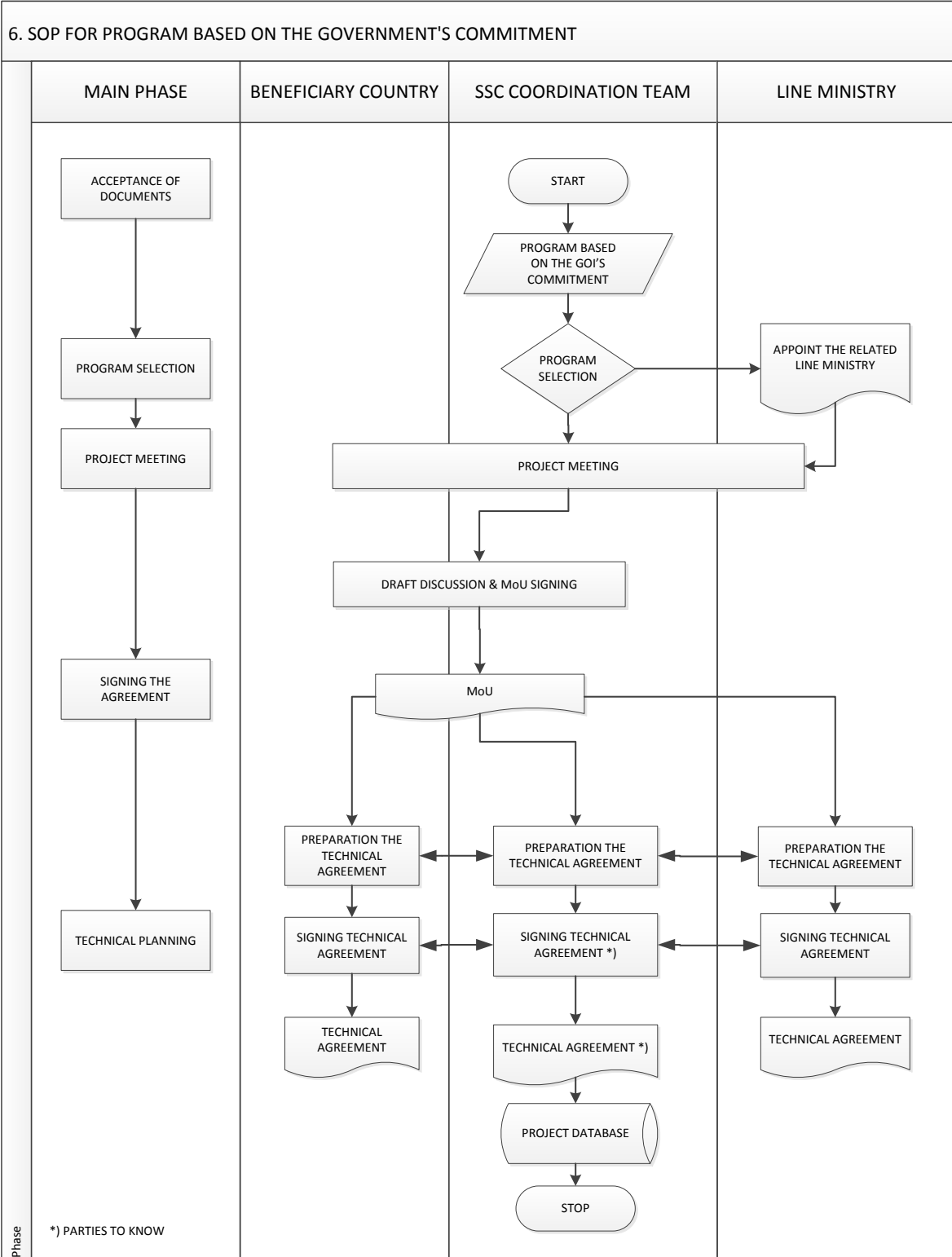


Figure 2.7. SOP for Program Based on the Government's commitment

2.4. SOP for Funding

A. Considerations in the Development of Standard Operating Procedure Funding

In the preparation of this Standard Operating Procedure, there is a spirit to make operational and financial management under one gate policy and integrated in the SSC Unit. The implication is overall flow of funding both revenue from Development partners and expenditure for Line Ministry/Agency as an operational function that well managed and administrated by embracing these principles:

- Transparent
- Accountable
- Efficient and effective
- Prudential

In this funding Standard Operating Procedure, there are some limitations as follows:

- 1) Program to be funded are divided into two types of programs that are planned and immediately program;
- 2) Source of Funding Program is divided into two categories:
 - a) Funding from the state budget is a spending Rupiahs by the State to fund activities of the SSC program. The process of funding from these sources will refer to the budget cycle in accordance with laws and regulations.
 - b) Funding from non-state budget that includes funding by development partners, private sector and the beneficiary country.
- 3) Funds management that derived from the sources above (state budget and non budget), the implementation can be grouped into two according to the condition that the current conditions/short-term and long-term conditions. Explanation for both conditions are as follows:
 - a) Funds management in the current condition or short term means that the management of state funds in the early stages of the passage SSC unit. At this early stage, there is no cash flow to fund programs in the SSC Unit fund management conducted by the SSC unit, both for funds from the state budget and non budget.



For funding from the state budget, SSC unit coordinate and consolidate planning at this stage of budget cycle for the entire Line Ministry program are associated with SSC. In addition, SSC unit will also provide an endorsement on the proposed plan will be incorporated into the budget headings based on the SSC policy. At the time of use of the funds, SSC unit verification before funds were withdrawn by Line Ministry. After the SSC activities done by Line ministry is complete, the SSC unit will inventory and prepared a report on the use of funds.

As for the non-budget funds, SSC unit just mapping the commitment of development partners, the beneficiary country and the private sector, establish a policy for allocation of program funds and to the approval or endorsement on the use of these funds. Direct disbursement made directly by the development partners, private sector and the beneficiary country to the Line Ministry who execute the activities.

- b) Fund management on a long term condition means that the management of funds on the condition of the unit has been running a well-established SSC both in terms of the institutional and resource availability. In the long-term conditions, the fund management has begun to include the management of the funds received directly by the cash flow of the SSC partner unit. The flow of funds received from the Development Partners that will be managed in a trust fund.

In the preparation of this Standard Operating Procedure, some legislation that became the reference is:

- Act No. 17 of 2003 on the State Finances
- Act No. 1 of 2004 on the State Treasury
- Act No 15 of 2004 on the Audit of the Management and Financial Responsibility
- Law No. 25 Year 2004 on National Development Planning System
- Law Number 27 Year 2009 on the People's Consultative Assembly, House of Representatives, Regional Representatives Council and the Regional People's Representative Council
- Government Regulation No. 20 of 2004 on the Government Work Plan
- Government Regulation No. 90 of 2010 on the Preparation of Work Plan and Budget State Ministry/Institution

- Government Regulation No. 10 of 2011 on the Procurement Procedures of Foreign Loans and Grants Acceptance
- Presidential Decree No 80 of 2011 on the Trust Fund
- Regulation of the Minister of State for National Development Planning/National Development Planning Agency Head No. 4 of 2011 on procedures for planning, proposal, evaluation, monitoring, and evaluation of activities financed from foreign loans and grants.
- Regulation finance minister 57/pmk.05/2007 number of accounts held by the management of state ministries/institutions/offices/work units
- Ministry of Finance of the Republic of Indonesia Number 191/Pmk.05/2011 About Mechanism of Grants Management

B. Translation of Funding Standard Operating Procedure

Basically Funding Standard Operating Procedure is divided into three major stages, namely Funding Planning, Acquisition and Use of Funds. Funding for the planning stage, however, is integrated into a single unit in the development program SOP. This is due in the planning and development program conducted at the same time funding planning activities.

Based on the consideration of long-term conditions, it is necessary to set up standard operating procedures that are associated with funding through the trust fund. Thus, the elaboration of SOP Funding will be divided into three, namely: SOP Acquisition of Non-Budget Funds, SOP Use of Funds and SOP Funding through the Trust Fund.

B.1. SOP for Acquisition of Non Budget Funds

Understanding the acquisition of funding in this SOP is the SSC Coordination team get funding commitments from the Development Partners that may consist of various parties such as the development partner, the beneficiary country, multilateral and private parties. Thus, the SSC Coordination team did not receive the flow of funds/cash from various parties. The flow of funds/cash made directly by the various parties at the time of program implemented. The process of funding acquisition through the following activities:

- 1) Based on the resulting SSC Funding Plan, WG Funding prepare contact with Development partner.
- 2) WG Funding helped by WG Program preparing presentation materials for Development partner meeting in order to obtain funding from Development partners. Line Ministry related to implement the program also will be involved in this process.
- 3) Chairman/Vice Chairman of the SCC is accompanied by the WG Funding, WG Program and the Line Ministry conduct partner meetings to several prospective partners.
- 4) WG Funding monitor the process of follow-up funding from the Development partner meeting.
- 5) If the Development partner indicating an intention to provide funding, then the WG Funding and the Line Ministry will conduct a discussion about policies/rules and technical procedures with Development partner funding where included cost sharing arrangement, the amount of funding and other needs.
- 6) The results of the discussions will be submitted to the WG Program Administration to make a draft MOU between the SSC Coordination team with Development partner. The format of MOU draft can also be made with the Development partner and related Line Ministry to where SSC Coordination Team as the Party that facilitate the MOU.
- 7) MOU draft reviewed by WG Funding and approved by the Chairman of the SSC.
- 8) MOU that has be signed will be material to update the SSC Funding Plan
- 9) Under the MOU, related Line Ministry and Development partners signed Technical Arrangement. Copy of the Technical Arrangement submitted to the SSC through the WG Program Administration

Funding acquisition process can also occur from the prospective partner offerings, not the filing of the SSC Coordination team. For these conditions, the procedure is as follows:

- 1) The Secretariat received information requests either directly from the prospective partner or partners through the Line Ministry.
- 2) The Secretariat will submit to the Chairman/Deputy of SSC Coordination Team and then forwarded to the WG Funding.
- 3) WG Funding will conduct matching process between partners demand with Funding Plan that has been owned by the SSC Program.

- 4) Matching results are discussed with WG program, related Line Ministry and partner. Discussion of the results submitted to the chairman/vice chairman SSC Coordination Team.
- 5) Chairman/Deputy SSC Coordination Team will give guidance in the preparation of material for discussion with Development partners about their policies/rules and technical procedures with Development partner funding is included on the cost sharing arrangement, the amount of funding and other needs.
- 6) The results of the discussions will be submitted to the WG Program Administration to make a draft MOU between the SSC Coordination Team with Development partner. The format of MOU draft can also be made with the Development partner and related Line Ministry to where SSC Coordination Team as the Party that facilitates the MOU.
- 7) MOU draft reviewed by WG Funding and approved by the Chairman of the SSC.
- 8) The MOU that has been signed will be material to update the SSC Funding Plan.
- 9) Under the MOU, related Line Ministry and Development partners signed Technical Arrangement. Copy of the Technical Arrangement submitted to the SCC through the WG Administrative Unit Program.

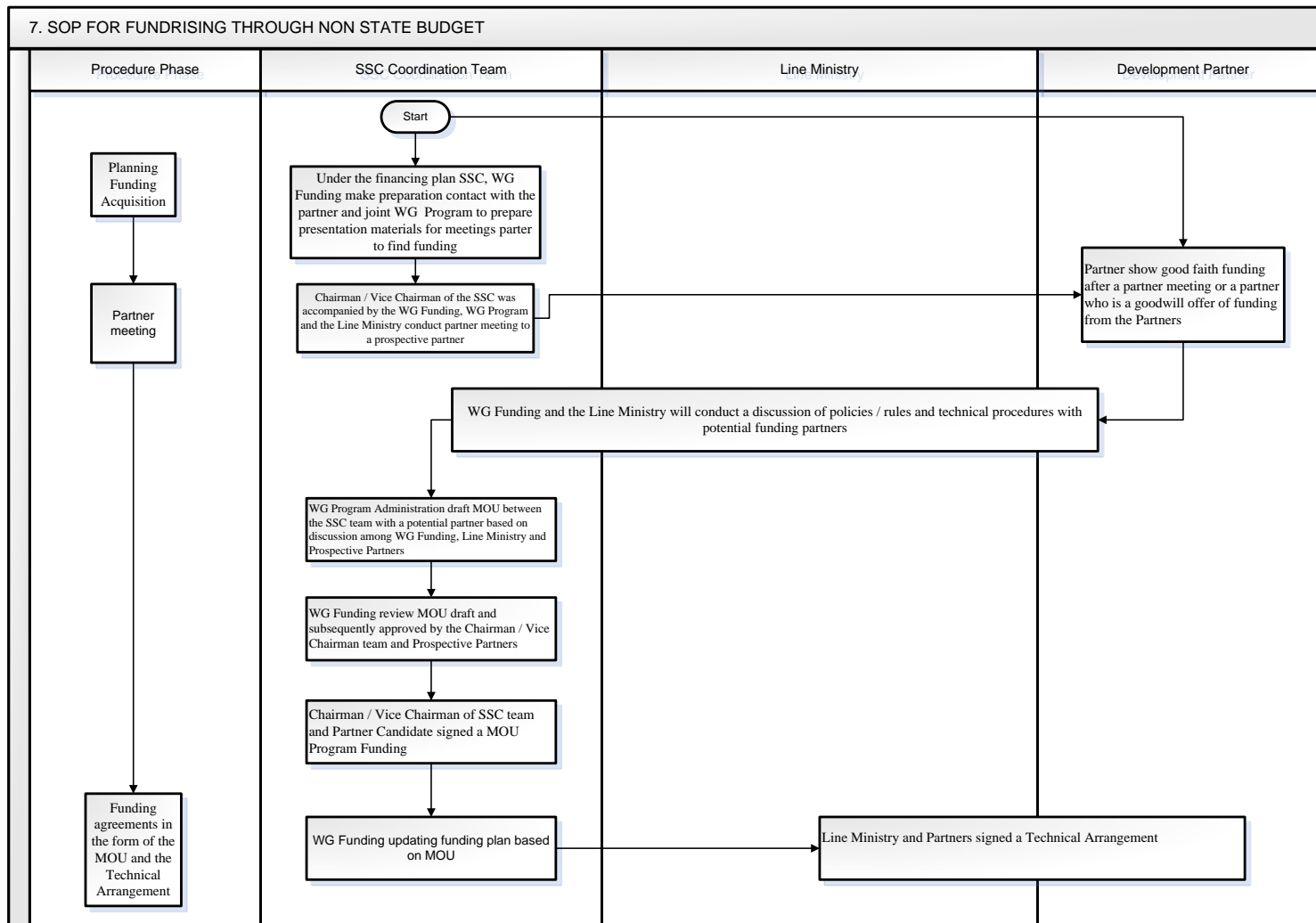


Figure 2.8. SOP for Fundraising through Non-State Budget

B.2. SOP for Use of Funds

Standard Operating Procedure of use of funds can be divided into two by source of funding that is SOP for Use of State Budget Funds and SOP for Use Non-State Funds.

B.2.1. SOP for Use of State Budget Funds

SOP for Use of State Budget Funds basically following the standard procedure carried out in the Implementation of State Budget provided for in the legislation include:

- Act No. 1 of 2004 on the State Treasury;
- Ministry of Finance Regulation No. 134/PMK.06/2005 on Guidelines for the Implementation of the Payment of Income and Expenditure Budget;
- Ministry of Finance Regulation No. 91/PMK.05/2007 of Accounts Chart of Standards;
- Director General of Treasury Regulation No. PER-66/PB/2005 on Implementation Mechanism Payments On Income And Expense Budget Expenditure.

In the implementation of programs that use state budget funds, the Ministry/Agency to run a process that is governed by the rules above. But in the early stages, Line Ministry needs to apply request to SSC Coordination Team with the following description of this:

- 1) Line Ministry as a operational function submit proposed activities to be funded from the Funding Sources SSC to the Chairman/Vice Chairman of the SCC through a letter signed by the designated Work Line Ministry to implement the program. The proposal contains a proposal Activities Form and Document Proposed Activities (DUK).
- 2) Secretariat of SSC Coordination Team makes a list of the application and submit to the WG Program and WG Funding.
- 3) WG Funding and WG Program will review the proposal. WG Funding will evaluate the technical feasibility include:
 - a. Compliance with program priorities
 - b. Appropriateness of proposed activities with the policies and financing plans that exist in SCC Funding Plan
- 4) The results of the evaluation submitted to the Chairman/Vice Chairman of the SSC Coordination Team for approval.
- 5) Approval of the Chairman/Vice Chairman submitted to the related Line Ministry and the Ministry of Finance.

- 6) For the next, Line Ministry organizes activities with the disbursement of funding in accordance with the description of the mechanism of the state treasury as follows
 - a. Related Line Ministry unit prepare Payment Order Letter (SPM) and its supporting documents in accordance with the type of the purposes of funding included in the supporting documents is a statement of activities and funding approval from SSC Coordination team. All documents were submitted to the State Treasury Office (KPPN). Here are the details of supporting documents for each type of expenditure SPM apart from the Consent Statement SSC Coordination team, based on the SOP field of Treasury Ministry of Finance.
 - b. For the purposes of payment of Money Supply (UP) includes the User Authorization Statement Budget/appointed officials, who declared UP not to finance expenditures under the terms must be with the LS.
 - c. For the purposes of direct payments (LS) Expenditures include Employee Non Resume Contract/SPK or Travel Office Nominative List; Statement of Expenditure Responsibility (SPTB), Tax Invoice and Tax Payment (SSP).
 - d. For the purposes of payment of Additional Stock Exchange (TUP) include: Details Plan for Use of Funds; dispensation letter to the Head Office of Directorate General of Treasury TUP above Rp200.000.000 (two hundred million rupiahs); Statement of Budget User Authority or a designated official stating that : 1). TUP funds will be used for urgent and will be used up within 1 month as of the published SP2D; 2). If there are remaining funds to be deposited into the Account TUP State Treasury; 3). Not to finance expenditures to be paid directly.
 - e. For the purposes of Reimbursement Payments Money Supply (GUP) include:
 - i. SPTB and Tax Invoice as well as the CNS.
 - ii. Warrant issued KPPN Disbursements (SP2D)
- 7) Line Ministry prepares a report of activities and the use of state funds to SSC Sector Funding.
- 8) Funding Affairs will update the records using the funds as an ingredient in preparing periodic reports Funding.
- 9) Funding Reports periodically submitted for approval by the Chairman/Vice Chairman of the SSC.
- 10) Funding Report reported by the Chairman/Vice Chairman of the SSC to four signatories Ministry decree SSC Coordination team.

B.2.2. SOP for Use of Non State Budget Funds

In SOP for Use of Non State Budget Funds, disbursement of funds to the Line Ministry technically adapted to the procedures established by each partner. SOP is to just set the early stages of use, namely the filing of the Line Ministry to the SSC Coordination team as well as administrative and use of funds report, with descriptions as follows:

- 1) Line Ministry deliver the proposed activities to be funded from the SSC Funding Sources to the Chairman/Vice Chairman of the SSC through a letter signed by the Head of Unit designated by the Line Ministry to implement the program. The proposal contains a proposal Activities Form and Document Proposed Activities (DUK).
- 2) Secretariat of SSC Coordination Team makes a list of the application and submits to the Chairman/Vice Chairman of SSC.
- 3) Chairman/Vice Chairman of the SSC will request to the WG Funding and WG Program to evaluate the technical feasibility includes:
 - a. Compliance with program priorities
 - b. Appropriateness of proposed activities with the policies and financing plans that exist in SSC Funding Plan
 - c. Implementation of preparedness plans including the withdrawal of funds
- 4) Line Ministry prepares an activity report and the use of budget funds to WG Funding.
- 5) WG Funding will update the registration of the fund as a material in preparing funding periodic reports.
- 6) Funding periodic reports submitted for approval by the Chairman/Vice Chairman of the SCC.
- 7) Funding report was reported by the Chairman/Vice Chairman of the SSC to four signatories Ministry decree SSC Coordination Team.

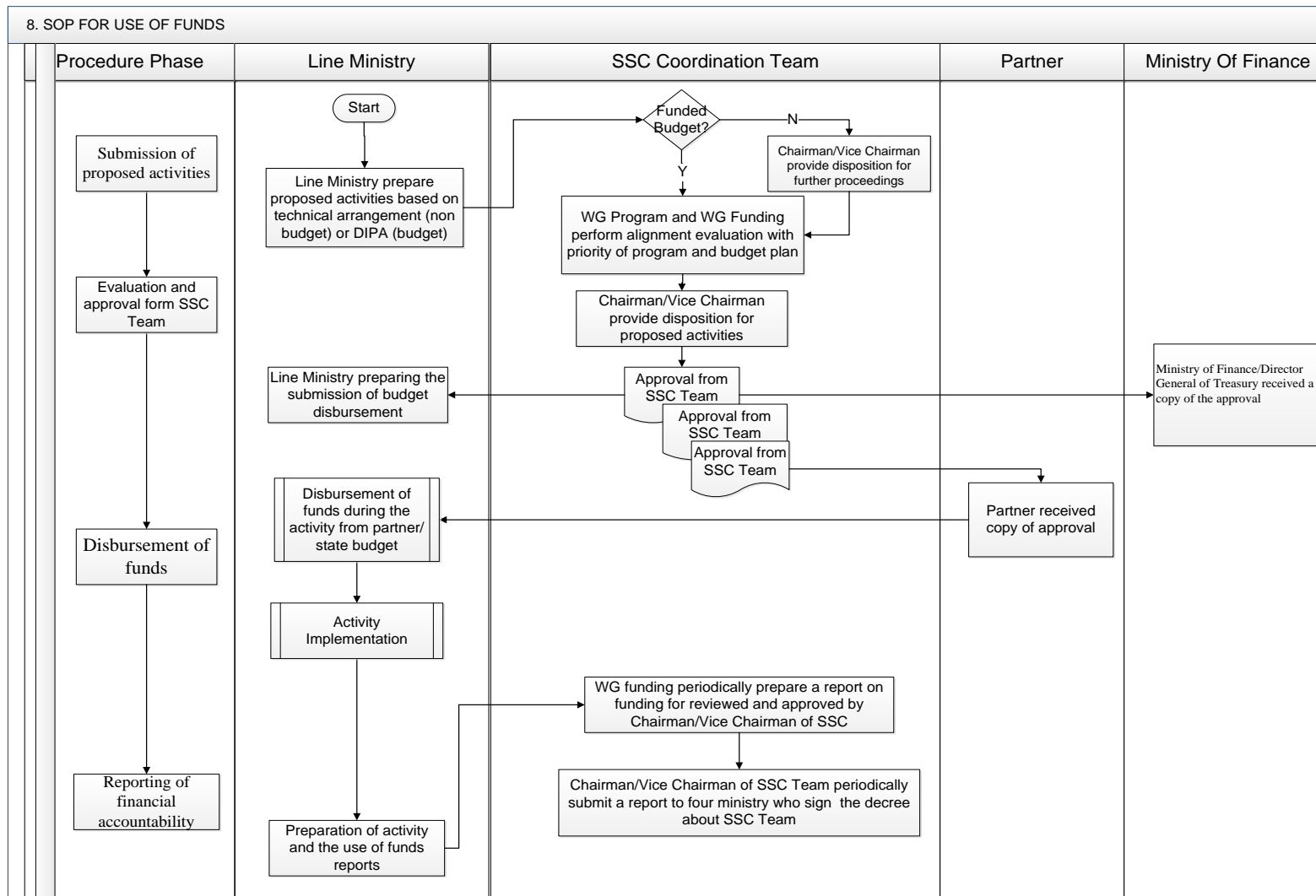


Figure 2.9. SOP for Use of Funds

B.3. SOP for Funding Using Trust Fund (Trust Fund)

Currently, funding through the trust fund has not become an alternative fund management. Provisions concerning trust funds that exist today is the Presidential Decree number 80 year 2011 about the Trust Fund. Trust Fund referred to in this rule is a grant provided by one or more grant-maintained by an institution as the trustee for the purpose of a particular use.

On the other hand, funds received from the Development partner for the SSC program did not have the characteristics of a fully enter into the category of the grant terms. This is because the beneficiaries of the fund's partner is not a SSC unit, Line Ministry or the government of Indonesia in general, but the recipient is a beneficiary country benefits. In the more technical rules which the Minister of Finance Regulation No. 191/PMK.05/2011 on grants management mechanism, it is stated that the grant income is defined as any central government revenue in the form of money, goods, services and /or securities acquired from the donor grants that do not need to be paid back, which is derived from domestic or foreign, that the grant revenue, the government's direct benefit that is used to support the tasks and functions of Line Ministry, or forwarded to the Regional Government, State Owned Enterprises, and Regional-Owned Enterprises.

Thus, managing Development Partners of the fund through a trust fund mechanism is not completely have to follow the Trust Fund mechanism based on Presidential Decree 80 of 2011. Because the Trust Fund referred to in this regulation is trust fund for the grant program, while funding for SSC Partners does not meet the criteria to be regarded as a grant to the Government of Indonesia.

For some technical procedures, a trust fund for funds received from the partner SSC is able to follow most of which is set in the Presidential Decree 80 of 2011. But for some settings such as the binding mechanism of the use of trust funds must follow the budget mechanisms are found to be fit, because the partner's funds are managed destining not as a grant to the Government of Indonesia to be distributed to the recipient but the end is the beneficiary country. Based on the description, preparation of SOP funding through the Trust Fund mechanism will cover most of the appropriate procedures set forth in the Presidential Regulation 80 of 2011, namely the establishment of institutional procedures of the Trust Fund, Trust Fund Management



Program Stipulation and Withdrawal of Development Partners with the description as follows:

- 1) The search for non-budget funds to prospective partners that are successful will result in the commitment of the partners in the form of MOU / Agreement agreed by the Trust Fund mechanism.
- 2) Under the agreement, the Chairman/ Vice Chairman SSC Coordination Team assisted by WG Funding filing process as a Trustee Agency.
- 3) The Ministry of Planning and Ministry of Finance Consider and set the SSC Coordination team as an institution of Trustees of the Trust Fund Program that comprised of SSC Board of Trustees (Chairman & Vice Chairman SSC Coordination Team) and the Fund Management Commission (WG Funding).
- 4) Once established as an institution SSC Coordination Team of Trustees of the Trust Fund Program, the Chairman/Vice Chairman of the SSC as the Board of Trustees instructed the WG Funding (as the Fund Manager Mandate) to take care of account opening to permit the Director General of Treasury/KPPN by PMK 57/PMK. 05/2007.
- 5) Chairman/Vice Chairman of the SSC as the Board of Trustees with the support from WG WG Program & WG Funding prepare and establish the Trust Fund Management Program. Preparation of Trust Fund Management Program is aligned with the Planning and Management of SSC Funding as a whole.
- 6) Chairman/Vice Chairman of the SSC as the Board of Trustees with the support of WG Funding will be withdrawing funding from the Development Partners with respect to rules of procedure of the Development Partner.

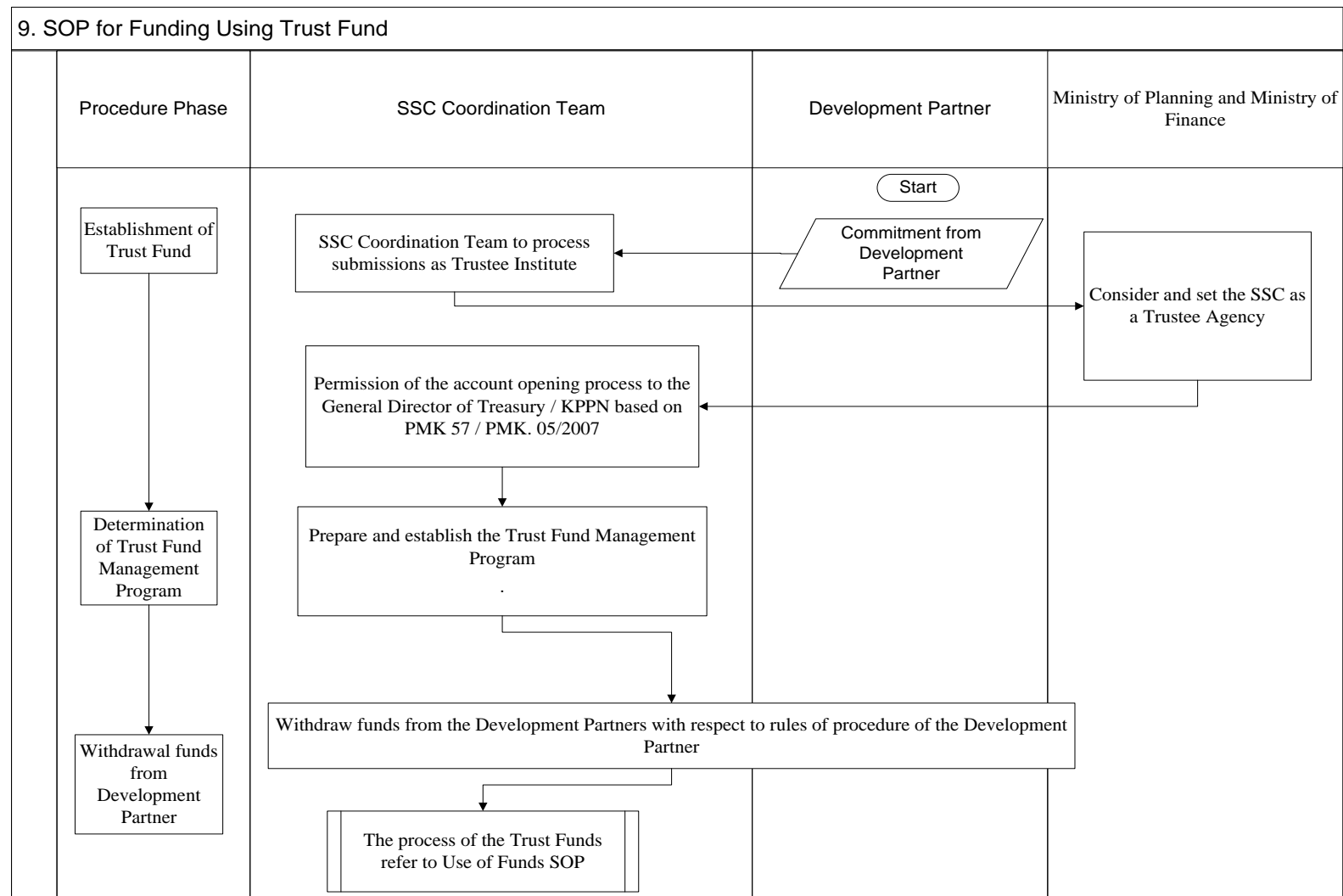


Figure 2.10. SOP for Funding Using Trust Fund

2.5. Preparation and Implementation of Program

After well prepared program planning procedure performed to obtain the output of the ready SSC activities undertaken, resources allocation and cost sharing when there has also been discussed with the mature, then the next stage is the preparation and implementation of the program. To facilitate the users of this SOP for implementing it, in this study discussed several types of SOPs. In this case, some kind of activities outlined in the SOP. Some parts of the SOP-related workshops and training refers to the Foreign Ministry regarding the SOP training activities. But overall, has been modified with the necessary adjustments.

A. SOP for Knowledge Sharing in Indonesia (Training & Workshop)

Preparation of Implementation

- 1) Referring to the MoU, Technical Agreement and the TOR, K/L together with WG Technical Program to plan activities that include making the curriculum, identifying the needs of facilitators/instructors, participant requirements, as well as the need for facilities and equipment according to work plan activities that have been set. In the curriculum time allocation is provided to enable the exchange of information between participants of different countries, which can be accommodated in the form of case study or exposure to the participants. Further activities will follow the procedures that apply to expenditures of funds according to the source of funds used (state budget, non-state budget or cost sharing).
- 2) Line Ministry assign facilitators/instructors who will fill the knowledge sharing activities. In this case the activity of the Line Ministry can be implemented by the Technical Unit specified in Line Ministry, which has been designated.
- 3) Line Ministry listen to the facilitators/instructors presentation who will fill the knowledge sharing activities and ensure the content is in line with the planned
- 4) The selection, administration and licensing activities of participants, which consisted of several activities as follows:
 - a. Line Ministry send general information about the activities and the application form to the Secretariat of the Coordination Team (SSC) to be forwarded to the beneficiary country through diplomatic channels (the beneficiary country embassy) to be filled by candidates



- b. Filling the application form by either candidate on-line or off-line and sent through the embassy or consular Indonesia. If done on-line then the candidate must inform the Embassy or Consular Indonesia.
 - c. Line Ministry create a short-list candidate's name based on information from the Indonesian embassy.
 - d. Line Ministry conduct candidate selection with related parties (BIN, embassy, etc.).
 - e. Line Ministry send the result of selection candidates who received the Secretariat of the Coordination Team (SSC) to be forwarded to the beneficiary country via the embassy.
 - f. Line Ministry send a written request and permission clearing house VKSB to the Directorate General of Immigration and Consular Directorate through the Secretariat of the SSC Coordination Team to be processed by WG Program Administration.
 - g. Line Ministry convey the number of participants who require a visa to attach a copy of passport and application form from the participants to Secretariat of the SSC Coordination Team to be processed by the WG Administration for the arrangement of immigration.
 - h. Line Ministry doing the implementation notification to the police by attaching the data of participants, facilitators, moderators and others.
- 5) Preparation of accommodation and travel agents consists of the following activities:
- a. Line Ministry conduct field surveys and coordination to determinate the location and accommodation needs.
 - b. Line Ministry make a contract with the manager of the execution place/EO
 - c. Line Ministry make an offer to travel agents/EO.
 - d. Line Ministry determine the travel agent/EO.
 - e. Line Ministry submit a ticket to Secretariat of the SSC Coordination Team to be forwarded to prospective participants through diplomatic channels.
- 6) Logistic preparation for the implementation of knowledge sharing consists of several activities as follows:
- a. Line Ministry create a certificate and Letter of Appreciation.
 - b. Line Ministry conduct seminar kits/souvenir procurement.
 - c. Line Ministry create a banner.
 - d. Line Ministry make remarks and press releases.

- e. Line Ministry setting the handbook and general information about the details of the activities for participants.
- f. Line Ministry create a name tag and rescue card.
- g. Line Ministry deliver an invitation about opening activities and supplementary files to be sent to invited guests.
- h. Line Ministry create a implementation report dummy.
- i. Line Ministry conduct preparatory meeting about implementation activities to ensure that all preparations have been made.

Implementation of Activities

1) The arrival of participants

- a. Line ministry conduct coordination with the embassy / consulate of Indonesia and travel agents on the scheduled arrival of participants.
- b. WG Program Administration of SSC Coordination Team give an assistance in immigration procedures (Clearance Visa, passport, etc.).
- c. WG Program Administration copying participants passport (stamped passport page Immigration).
- d. Line Ministry preparing shuttle transportation from the airport to the accommodation place of participants.
- e. Line Ministry conduct coordination with the hotel/related implementing agencies to accommodation arrangements.
- f. Line Ministry manage the distribution of allowances, training/seminar kit, souvenirs, general information, handbooks, name-tag, card rescue.
- g. Line Ministry conduct briefing for participants about the related to the knowledge sharing activities (general information).
- h. Line Ministry conduct coordination with the Chairman of the SSC Coordination Team through the Secretariat Team in order attending to dinner with participants.

2) Opening Ceremony

- a. Preparation of opening ceremony
 - i. Line Ministry check the readiness of the room and the opening of the (sound system, backdrop, lay out, the screen, in-focus, lighting, podium, trays, plaques, documentation, photos and video, food and beverage).
 - ii. Line Ministry rehearsed (especially for the performers).
 - iii. Line Ministry request security assistance to the local police.

- iv. Line Ministry conduct registration preparations (guest book, to-do activities, leaflets SSC).
 - v. Line Ministry distributed press release to reporters in attendance, to the Embassy in the participant via fax / e-mail and to the coordination team site.
 - vi. Line Ministry conduct coordination with the WG Program Administration to set precedence for VIP invitations and related institutions.
 - vii. Line Ministry conduct of the press and media arrangements.
 - viii. Line Ministry request protocol assistance (holding room, setaing arrangement, arrangement photo session).
 - ix. Line Ministry conduct coordination with the MC about the detail of events arrangement.
- b. Implementation of the opening ceremony
- i. Read the implementation report of the activities
 - ii. Speeches from related officials and symbolic opening
 - iii. Embedding participants sign
 - iv. Souvenirs exchange
 - v. Cultural and performing arts or film promotion
 - vi. Photo session together (VIP and the participants)
- 3) Implementation of Knowledge Sharing Activities
- a. Line Ministry conduct coordination related of activities location, site visits, material content, moderator and speaker, as well as costs associated with the site visit.
 - b. Field trips (locations associated with the material activity, promotion of economic opportunities, and Indonesia tourism and culture).
 - c. Line Ministry set up transportation to the location of activity if different from the location of the opening ceremony.
 - d. Filling the attendance of participants, instructors/facilitators and moderator.
 - e. Line Ministry doing the multiplication and distribution of material events.
 - f. Line Ministry making the minutes of presentation and discussion session
 - g. Line Ministry distributing questionnaires for the evaluation of material exposure to any session activity.
 - h. Line Ministry distributing questionnaires to evaluate the overall implementation of activities.
 - i. Line Ministry collect the documents of activities including photo documentation and video in DVD.

- 4) Supervision / monitoring of the course of implementation of activities, including;
 - a. Discipline and an active participation from the participants
 - b. Competence of facilitators, instructors/facilitators, and moderator
 - c. Feasibility and completeness of the facilities (accommodation, consumption, facilities, and transportation)
 - d. Supporting documentation (photos and video) at the time of execution of activities

- 5) Closing
 - a. Line Ministry checks readiness of the room for the closing ceremony (sound system, backdrop, lay out, screen and in-focus, lighting, podium, trays, plaques, photographs and video documentation, consumption, certificates, letters of appreciation, group photo, DVD material and photos)
 - b. Rehearsals for the performers
 - c. Line Ministry conduct of protocol arrangements for VIP invitations and related agencies
 - d. Line Ministry conduct coordination with the MC associated with the events arrangement
 - e. Read the implementation evaluation report of the activities from the representatives of Line Ministry
 - f. Welcome speech from the representatives of the participants
 - g. Closing remarks by the officials concerned
 - h. Delivery of a certificate, a photo together at the opening, DVD activity for participants
 - i. Submission of a letter of appreciation to guest speaker/instructor, moderator, and the implementing agencies by the representative of Line Ministry
 - j. Photo session
 - k. Entertainment and banquets

- 6) Departure of participants
 - a. Line Ministry coordinating with the travel agency and Indonesia embassy/consulate about the return schedules
 - b. Line Ministry set up transportation from the lodge to the airport
 - c. WG Program Administration give assistance in immigration procedures

10. SOP for Preparation and Implementation of Knowledge Sharing In Indonesia (Training & Workshop)

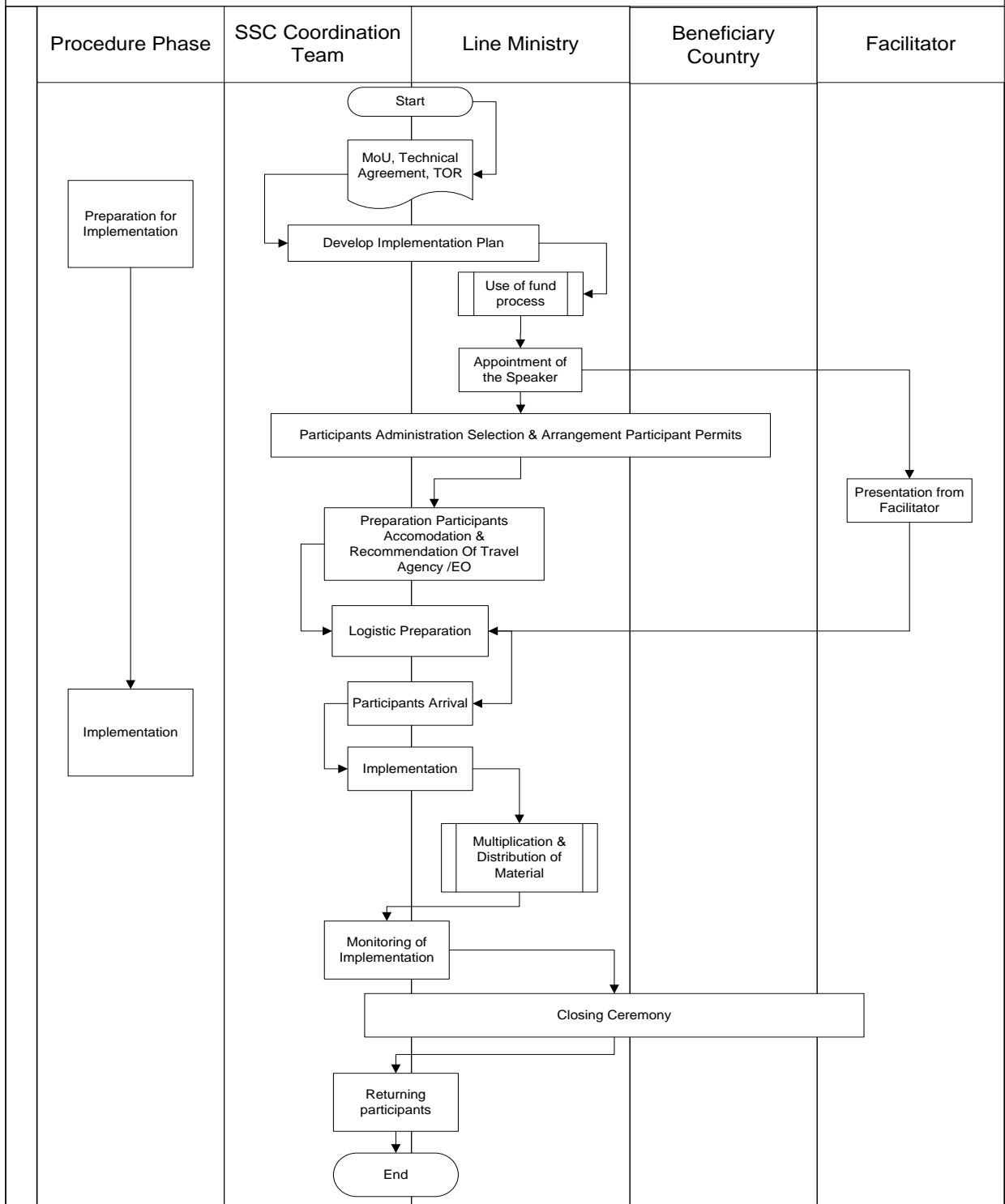


Figure 2.11. SOP for Preparation and Implementation of Knowledge Sharing In Indonesia (Training & Workshop)

B. SOP for Knowledge Sharing in the Beneficiary Country (Training & Workshop)

Preparation for Implementation

- 1) Preparation of the implementation of knowledge sharing in the Beneficiary Country begins with the planning process, followed by the selection of participants and resource persons. The activities carried out at this stage are:
 - a. Referring to the MoU, Technical Agreement and the TOR, Line Ministry together with WG Program develop activities plan that include making the curriculum, identifying the needs of facilitators/instructors, participant requirements, as well as the need for facilities and equipment according to work plan activities that have been set. In the curriculum, time allocation is provided to enable the exchange of information between participants of different countries, which can be accommodated in the form of case study or exposure to the participants. . Further activities will follow the procedures that apply to expenditures of funds according to the source of funds used (state budget, non-state budget or cost sharing).
 - b. Line Ministry assigns facilitators/instructors who will fill the knowledge sharing activities. In this case the activity of the Line Ministry can be implemented by the Technical Unit specified in Line Ministry which has been designated.
 - c. Line Ministry listen to the presentation facilitators who will fill the knowledge sharing activities and ensure the content is in line with the planned
 - d. Line Ministry forwarding the names of facilitators/instructors and representatives of the Line Ministry that assigned to coordinate the implementation of activities in the beneficiary country to the Secretariat of SSC Coordination Team, and for processing administrative departure by WG Program Administration. Arrangement of administration process of speakers/instructors departure can refer to the mechanism for the administration handling of foreign trips that have been prepared by the secretariat of state (full document attached)
 - e. WG Program Administration to coordinate with the embassy/consulate of Indonesia on the local hospitality
 - f. WG Administration conduct coordination with the embassy/consulate of Indonesia and the travel agent about the scheduled departure of experts
 - g. WG Program Administration conduct briefings associated with the implementation of knowledge sharing activities for facilitators/instructors (general information)

- h. WG Program Administration sends the names of facilitators/instructors to the Secretariat Team.
 - i. Secretariat Team wrote to the beneficiary country embassy/consulate to provide guidance/assistance in the immigration procedure (Clearance Visa, passport, etc.)
 - j. Beneficiary country make detailed action plans on making the curriculum, facilities and equipment needs for the activities, as well as the location of activities and send it to Line Ministry
 - k. Line Ministry send general information about the activities and the application form to the Secretariat Team to be forwarded to the beneficiary country through diplomatic channels (the beneficiary country embassy) to be filled by candidates
 - l. Filling the application form by either candidate on-line or off-line and sent through the embassy or consular Indonesia. If done on-line then the candidate must inform the Embassy or Consular Indonesia.
 - m. Line Ministry create a short-list of participants is based on information from the Indonesian embassy
 - n. Line Ministry conduct candidate selection with related parties (BIN, embassy, etc.)
 - o. Line Ministry send the result of selection of candidates and the names of facilitators/ instructor to the Secretariat Team to be forwarded to the beneficiary country via the embassy. Behalf of applicants will be notified to the beneficiary country concerned.
- 2) To coordinate with the implementing agency of the beneficiary country, which consists of several activities as follows:
- a. Line Ministry conduct coordination with the beneficiary country concerning the readiness of the participants
 - b. Line Ministry conduct coordination with the beneficiary country concerning the readiness of human resources in the recipient country institution
 - c. Line Ministry conduct coordination with the beneficiary country concerning the completeness of facilities and activities at the local country
 - d. Line Ministry conduct coordination with the beneficiary country concerning the determination of the location and accommodation needs
 - e. Line Ministry confirm the schedule of activities in the beneficiary country

- 3) Make preparations for funding and tickets, which is done as follows:
 - a. Line Ministry informs the action plan and funding request to the Secretary for approval and further processing by the WG Program Administration. The next process-related expenditure of funds will follow the procedures appropriate funding (state budget, or cost sharing). Beneficiary Country submit a ticket to the facilitators/instructors and line ministry representatives (if the ticket costs be borne by the beneficiary country)
 - b. Line Ministry preparing tickets for facilitators/instructors and line ministry representatives
- 4) Preparation of logistics and local permits be done either by the Beneficiary Country and the Line Ministry, as follows:
 - a. Beneficiary country conduct preparatory meetings about the implementation
 - b. Beneficiary country make notification to the local police about the implementation activities and attach the data of participants, facilitators, moderators and others
 - c. Beneficiary country provide immigration guidance/assistance for facilitators/instructors
 - d. Beneficiary country carrying out the seminar kits/souvenir procurement
 - e. Beneficiary country make a banner
 - f. Beneficiary country set handbooks and general information about the details of the activities for participants
 - g. Beneficiary country make name tags and rescue card
 - h. Line Ministry create a certificate and Letter of Appreciation
 - i. Line Ministry making remarks and press releases
 - j. Line Ministry and beneficiary country extended an opening invitation activities and its complementary to be sent to invited guests
 - k. Line Ministry create a implementation dummy report
 - l. Line Ministry conduct meetings to ensure the preparation program was completed and ready for execution

Implementation of Activities

- 1) Facilitators/Instructors and representatives of the Line Ministry Departure to the beneficiary country
 - a) Line Ministry regulate the distribution of the cost of accommodation and pocket money for the facilitators/instructors and representatives of the Line Ministry
 - b) Line Ministry set up transportation to pick up the facilitators/instructors and representatives of the Line Ministry and deliver to the Airport

- 2) Opening Ceremony
 - a) Preparation of opening ceremony
 - i) Beneficiary country check the readiness of the room and the opening
 - ii) Rehearsals (especially for the performers)
 - iii) Beneficiary country makes a security assistance request to local police
 - iv) Line Ministry and beneficiary country coordinate the preparation of registration (guest book, to-do activities, leaflets SSC)
 - v) Line Ministry distributing press releases to journalists who were present, to the Embassy in the participating countries and to the SSC Coordination Team site
 - vi) Line Ministry and beneficiary country coordinating to set the precedence for VIP invitations and related institutions
 - vii) Beneficiary country doing press and media arrangements
 - viii) Beneficiary country preparing protocol (holding room, setting arrangement, arrangement photo session)
 - ix) Beneficiary country conduct coordination with the MC about the details of the order
 - b) Implementation of the opening ceremony
 - i) Read the implementation of the activities report by the beneficiary country
 - ii) Speeches from related officials and the symbolic opening of the beneficiary country and representatives from Indonesia
 - iii) Embedding the participants sign by the beneficiary country
 - iv) Souvenirs exchange
 - v) Photo session (VIP invitation and the participants)
- 3) Implementation of Knowledge Sharing
 - a) Line Ministry conduct coordination with the beneficiary country associated with the location of activities, site visits (if any), material content, as well as cost sharing arrangements
 - b) Beneficiary country set up transportation to the location of activity if different from the location of the opening ceremony
 - c) Filling the attendance of participants, facilitators and moderator
 - d) Line Ministry conduct coordination with the beneficiary country in the multiplication and distribution of material events
 - e) Line Ministry making the minutes of presentation and discussion session
 - f) Line Ministry conduct coordination with the beneficiary country in distributing questionnaires for the evaluation of material exposure to any session activity
 - g) Line Ministry conduct coordination with the beneficiary country in collecting the documents of activities including photo documentation and video in DVD

- 4) Supervision/monitoring of the course of implementation of activities, including;
 - a) Discipline and an active participation from the participants
 - b) Competence of facilitators, instructors/facilitators, and moderator
 - c) Feasibility and completeness of the facilities (accommodation, consumption, facilities, and transportation)
 - d) Supporting documentation (photos and video) at the time of execution of activities
- 5) Closing
 - a) Beneficiary country check the readiness of room for the closing ceremony
 - b) Beneficiary country coordination with the MC associated with the arrangement of events
 - c) Read the evaluation report of the implementation activities by representatives of beneficiary country
 - d) Welcome speech from the representatives of the participants
 - e) Closing remarks by the officials concerned
 - f) Delivery of a certificate, a photo session at the opening, DVD activity for participants
 - g) Submission of a letter of appreciation to facilitators/instructors and moderator by the beneficiary country and the Line Ministry
 - h) Photo session
- 6) Facilitators/instructors and Line Ministry representatives Return
 - a) Line Ministry coordinating with the travel agency and Indonesia embassy/consulate about the return schedules
 - b) Line Ministry set up transportation from the lodge to the airport
 - m. Beneficiary country provide guidance/assistance in immigration procedures

11. SOP Preparation and Implementation of Knowledge Sharing in Beneficiary Country

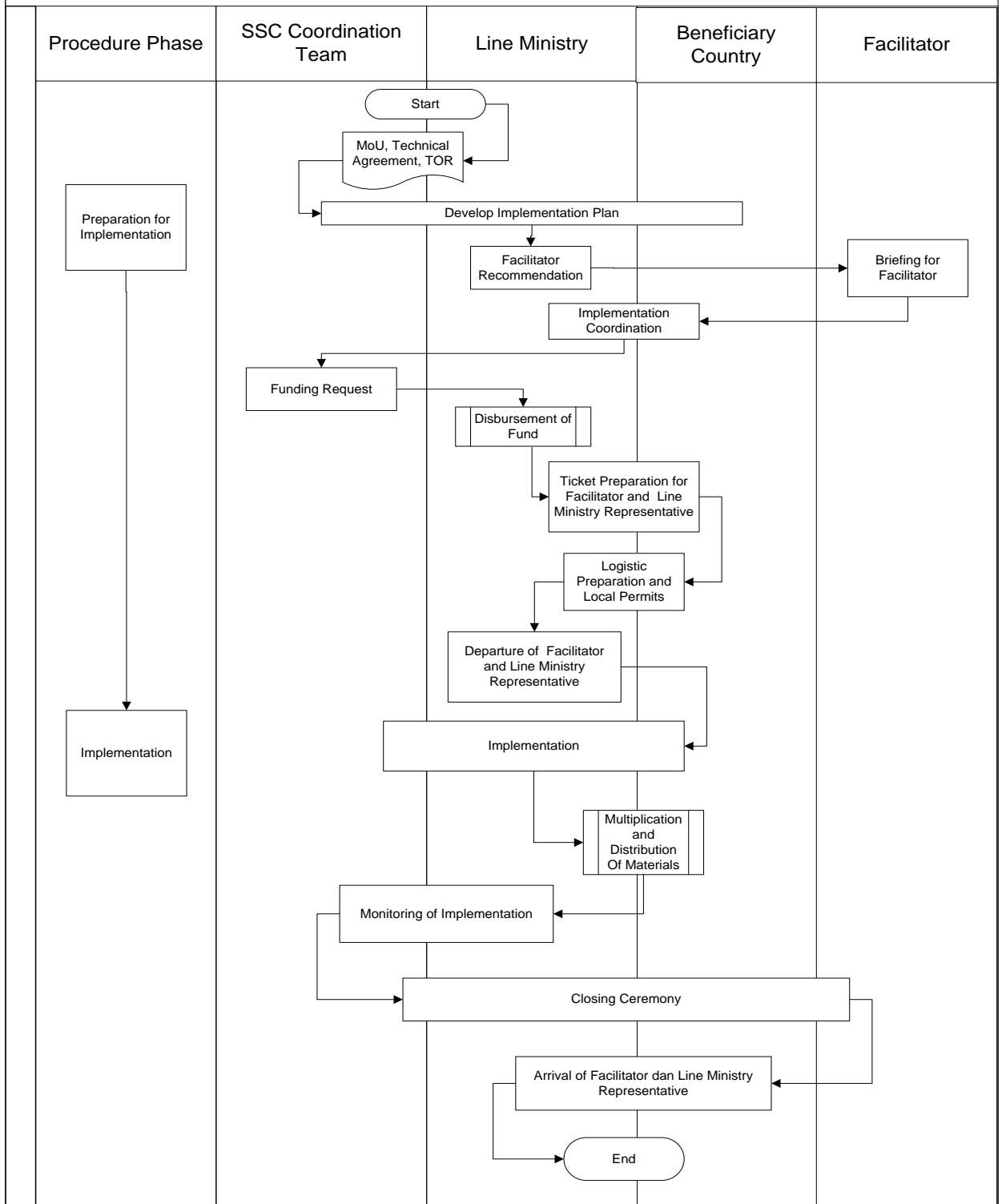


Figure 2.12 . SOP for Preparation and Implementation of Knowledge Sharing in Beneficiary Country (Training & Workshop)

C. SOP for Expert dispatch to Beneficiary Country

One activity of the South-South Cooperation is assistance to the beneficiary country where the activity takes expert dispatch to Beneficiary Country. This assistance can be an integral part of workshops or training, or stand alone. Experts dispatch can be short term and long term. Experts dispatch can also occur only once, or several times in term of execution of the work depends on the details contained in the proposal. If experts are sent as non-civil servant status, then the necessary permits can be valid for a period of up to three years at a time. But when these experts are civil servants, then the necessary permits valid for one year, and thereafter will require a renewal process, conducted by the same procedure.

Preparation for Implementation

- 1) Preparation of implementation of the expert dispatch in the Beneficiary Country begins with the planning process, which continued with the selection of experts/project team. The activities carried out at this stage are:
 - a. Referring to the MoU, Technical Agreement and the TOR, Line Ministry together with WG Technical Program develop activities plans that include the type and duration of activity, determining the need for expert/project team, as well as the need for facilities and equipment according to work plan activities that have been set. Further activities will follow the procedures that apply to expenditures of funds according to the source of funds used (state budget, non-state budget or cost sharing)
 - b. Line Ministry assign experts/project team that will carry out activities in the beneficiary country. In this case the activity of the Line Ministry can be implemented by the Technical Unit specified in Line Ministry, which has been designated.
 - c. Line Ministry listen to the presentation of experts/project team that will carry out the activities and ensure the content is in line with the planned
 - d. Line Ministry forwarding the names of experts/project team and representatives of the Line Ministry that assigned to coordinate the implementation of activities in the beneficiary country to the Secretariat for processing administrative departure by WG Program Administration. Handling of the departure of the administrative process expert/project team can refer to the administrative handling mechanism trips abroad that have been prepared by the secretariat of state (full document attached)

- e. WG Program Administration coordinate with the Embassy/Consulate of Indonesia on the local hospitality
 - f. WG Program Administration coordinate with the embassy/consulate of Indonesia and the travel agent about the scheduled departure of experts
 - g. WG Program Administration conduct briefings for experts/project team associated with the implementation of the activities (general information)
 - h. WG Program Administration forward the names of experts/project team to the Secretariat of the Coordination Team
 - i. Secretariat of the Coordination Team wrote to the embassy/consulate beneficiary country to provide guidance/assistance in the immigration procedure (Clearance Visa, passport, etc.)
 - j. Beneficiary country detail the plan of activities, facilities and equipment needs activities, as well as the location of activities and send it to Line Ministry
 - k. Line Ministry send general information about the activities to the Secretariat Team to be forwarded to the beneficiary country through the beneficiary country embassy
 - l. Line Ministry submit names of experts/project team to the Secretariat of the SSC Coordination Team to be forwarded to the beneficiary country via the embassy.
- 2) To coordinate with the implementing agency in the beneficiary country, which consists of several activities as follows:
- a. Line Ministry conduct coordination with the beneficiary country on the preparation of the implementation of activities
 - b. Line Ministry conduct coordination with the beneficiary country concerning the completeness of facilities and activities at the local country
 - c. Line Ministry conduct coordination with the beneficiary country concerning the determination of the location and accommodation needs
 - d. Line Ministry confirm the schedule of activities in the beneficiary country
- 3) Make preparations for funding and tickets, which is done as follows:
- a. Line Ministry inform the action plan and funding request to the Secretary for approval and further processing by the WG Program Administration. The next process-related expenditure of funds will follow the procedures appropriate funding (state budget, or cost sharing). Beneficiary Country submit a ticket to the expert/project team and representatives of the Line Ministry (if the ticket costs be borne by the beneficiary country)
 - b. Line Ministry prepare a ticket to experts/project team and representatives of the Line Ministry

- 4) Preparation of logistics and local permits be done either by the beneficiary country and the Line Ministry, as follows:
 - a. Beneficiary country conduct preparatory meetings about the implementation
 - b. Beneficiary country make the notification to the local police about the implementation and attach the data of experts/project team
 - c. Beneficiary country to facilitate the arrangement of immigration for experts/project team
 - d. Line Ministry create a certificate and Letter of Appreciation
 - e. Line Ministry making remarks and press releases
 - f. Line Ministry and beneficiary country deliver the invitation about opening activities (if needed) and supplementary files to be sent to invited guests
 - g. Line Ministry conduct meetings to ensure the preparation program was completed and ready for execution

Implementation of Activities

- 1) Experts Dispatch
 - a. Line Ministry conduct coordination with the beneficiary country about the activities associated with the location and cost sharing arrangement
 - b. Beneficiary country set up transportation to the location of activity if different from the location of the opening ceremony
 - c. Line Ministry conduct coordination with the beneficiary country in collecting the documents of activities including photo documentation and video in DVD
- 2) Departure of experts/project team and representatives of Line Ministry to the beneficiary country
 - a. Line Ministry regulate the distribution of the cost of accommodation and pocket money for experts/project team and representatives of Line Ministry
 - b. Line Ministry set up transportation to pick up expert / project team and representatives of the Line Ministry and deliver to the Airport
- 3) Opening Ceremony (if needed)
 - a. Preparation for the opening ceremony (if needed)
 - i. Beneficiary country check the readiness of the room and the opening
 - ii. Rehearsals (especially for the performers)
 - iii. Beneficiary country makes a security assistance request to local police
 - iv. Line Ministry and beneficiary country coordinate the preparation of registration (guest book, to-do activities, leaflets SSC)

- v. Line Ministry distributing press releases to journalists who were present, to the Embassy in the participating countries and to the Secretariat Team site
 - vi. Line Ministry and beneficiary country conduct coordination to set the precedence for VIP invitations and related institutions
 - vii. Beneficiary country doing press and media arrangements
 - viii. Beneficiary country prepare protocol (holding room, setting arrangement, arrangement photo session)
 - ix. Beneficiary country conduct coordination with the MC about the details of the order
- b. Implementation of the opening ceremony
- i. Read the implementation of the activities report by the beneficiary country
 - ii. Speeches from related officials and the symbolic opening of the beneficiary country and representatives of Line Ministry
 - iii. Embedding a sign to the experts/team project by the beneficiary country
 - iv. Souvenirs exchange
 - v. Photo session
- 4) Supervision / monitoring of the course of implementation of activities, including;
- a. Disciplinary of experts/project team
 - b. The accuracy of the schedule of each activity
 - c. Competence of experts/project team and moderator
 - d. Feasibility and completeness of the facilities (accommodation, consumption, facilities, and transportation)
 - e. Supporting documentation (photos and video) at the time of execution of activities
- 5) Closing (if needed)
- a. Beneficiary country check the readiness of room for the closing ceremony
 - b. Beneficiary country conduct coordination with the MC associated with the arrangement of events
 - c. Read report evaluation of the implementation of the activities by representatives of beneficiary country
 - d. Welcome speech from the representatives of expert/project team
 - e. Closing remarks by the officials concerned
 - f. The delivery of certificates, letters of appreciation, a group photo at the opening, DVD activities to expert/project team
 - g. Photo session

- 6) Return of experts/project team and representatives of Line Ministry
 - a. Line Ministry coordinating the return schedules with the travel agency and the Embassy/Consulate of Indonesia
 - b. Line Ministry set up transportation from the lodge to the airport
 - c. Beneficiary country provide guidance/assistance in immigration procedures
- 7) If an expert takes extra time on the duty in the Beneficiary Country according to the proposal that was approved at the beginning of the activity, before its term expires, Line Ministry conduct coordination with the WG Program Administration process the extension of the assignment. The procedure is performed, it is generally the same as the previous process.

12. SOP for Preparation and Implementation Expert Dispatch to Beneficiary Country

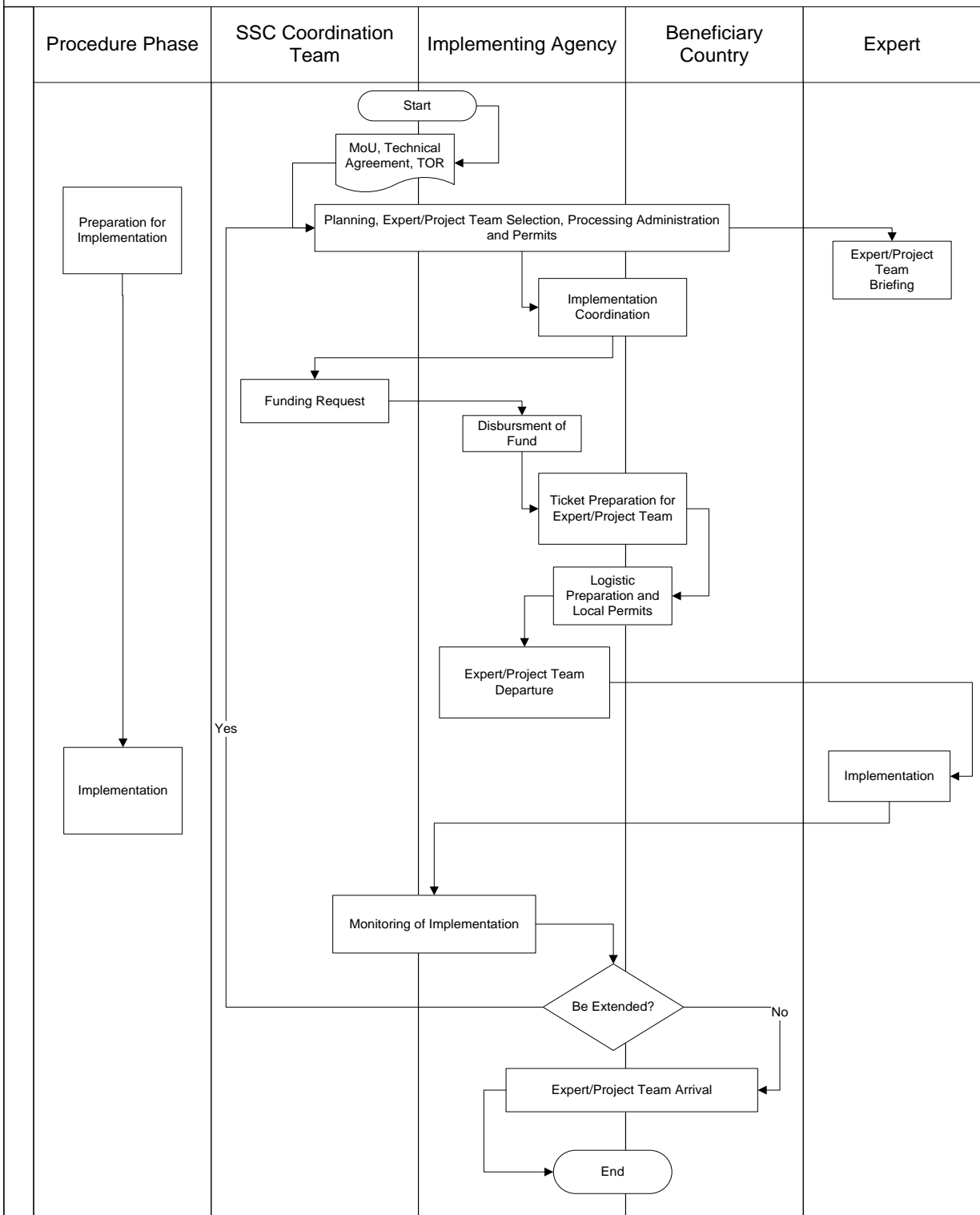


Figure 2.13. SOP for Preparation and Implementation Expert Dispatch to Beneficiary Country

APPENDIX DOCUMENT
ADMINISTRATIVE MANAGEMENT MECHANISM
OVERSEAS OFFICIAL TRIP

A. General Provisions

Things that must be considered in the administrative management of overseas trips are as follows.

1. Official travel abroad requires prior permission of the President or a designated official.
2. Permission of the President or a designated official is issued through the State Secretariat.
3. Permit application of official travel abroad filed at least 1 (one) week prior to departure.
4. If until to the proposed departure date, the permit has not been approved in writing by the President or appointed officials, the concerned person is not allowed to perform official travel abroad.
5. Official travel abroad to attend seminars, workshops, symposia, conferences, evaluation, comparison studies, and inspections should be strictly limited along the using of state funds / budget.
6. Authorized officer shall limit the implementation of official travel overseas for the things that have a high priority and essential, with reduce the frequency, the number of people and length of trip, and do all the tasks when there is no urgent task in Indonesia, and consider the efficiency of budget / budget.
7. Official travel abroad at state expense (local government budget / central government budget) is implemented by giving priority to national airlines or other national carriers company.
8. Official travel to countries that do not have diplomatic relations with Indonesia, it is required a recommendation from the Department of Foreign Affairs.
9. State Officials, Other Officers, Servants, Employees state / public enterprises, and the Indonesian personnel that have undertaken official travel abroad must prepare a written report on the performance of its duties, in accordance with the provisions of the Letter Agreement.
10. Official travel abroad with the cost of external/internal donor does not pose any ties to the Government.

B. The Procedures of State Official Trip Nomination

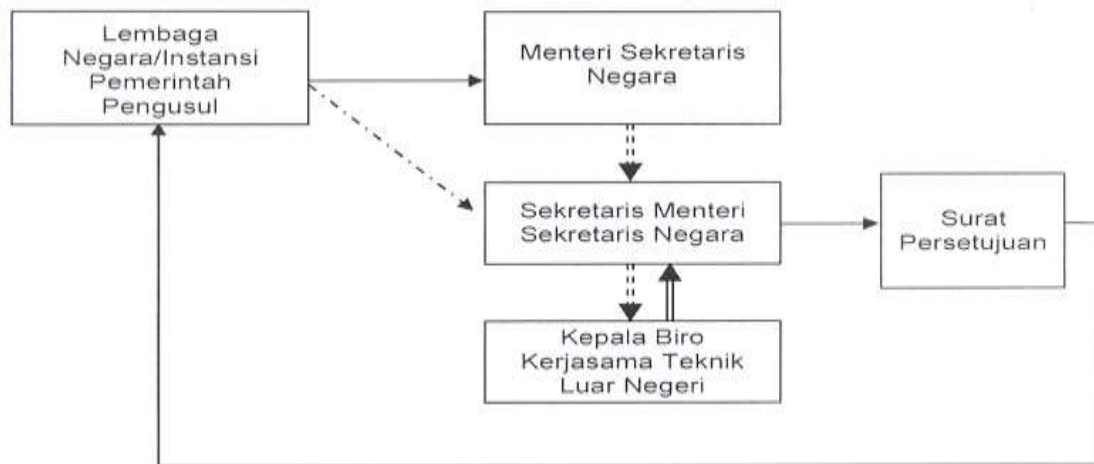
1. State Officials, Other Officers, Servants, Employees state / public enterprises, and the Indonesian personnel who will carry out official travel abroad should be proposed by the State Institution or Government agency to get approval letter.
2. Proposer agency filed a written approval request with the following provisions:
 - a. The request is addressed to the President, for official travel abroad conducted by the Leadership Institute of the State, the Minister, the Attorney General, Armed Forces Commander, Chief of Police, Chief Officials, and the Governor. Letter of approval signed by the Head of State Agency/Minister/Chairman of Government Institution or designated official. Schematically, the procedure is described as the following chart:



- b. The request is addressed to the Secretary of State, for official travel abroad by a Member of State Institutions and Other Officials. Letter of approval signed by an officer of Echelon I or equivalent designated by the office. Schematically, the procedure is described as the following chart:

Bagan 2

PENANGANAN ADMINISTRASI PERJALANAN DINAS LUAR NEGERI BAGI ANGGOTA LEMBAGA NEGARA DAN PEJABAT NEGARA LAINNYA



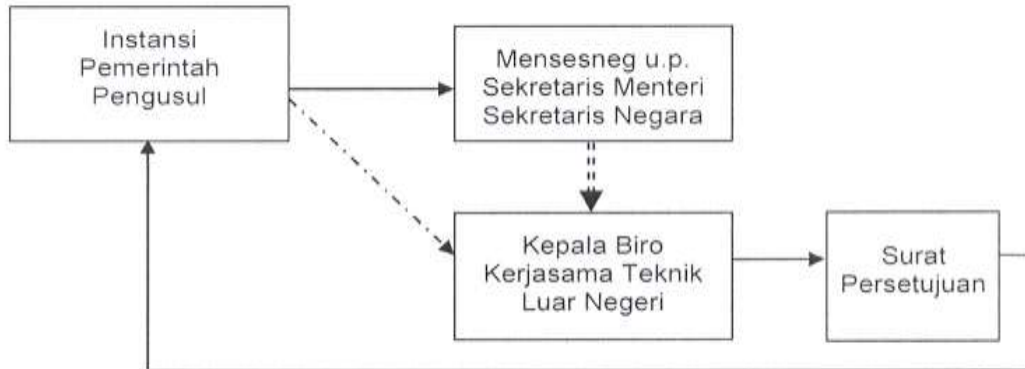
Keterangan :

- > : Surat Asli
- - - - -> : Tembusan
- - - - -> : Disposisi
- =====> : Proses

- c. Request is addressed to the Secretary of State Secretary, for official travel abroad by Echelon I officials or the equivalent. Letter of approval signed by an officer of Echelon I or equivalent designated by the office. Schematically, the procedure is described as the following chart:

Bagan 3

PENANGANAN ADMINISTRASI PERJALANAN DINAS LUAR NEGERI BAGI PEJABAT ESELON I ATAU YANG SETINGKAT



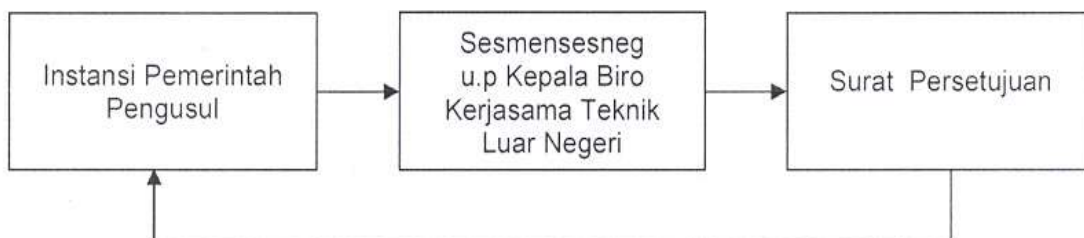
Keterangan :

- > : Surat Asli
- - - - -> : Tembusan

- d. Request is addressed to the Secretary of State specifically to KTLN Bureau Chief, for overseas trips undertaken by Echelon II, III and IV or the equivalent, non-echelon employees, state employees / public enterprises, and Indonesian Personnel. Letter of approval signed by an officer of Echelon I or officer appointed by their agency, the lowest possible is echelon II. Schematically, the procedure is described as the following chart:

Bagan 4

PENANGANAN ADMINISTRASI PERJALANAN DINAS LUAR NEGERI PEJABAT ESELON II, III DAN IV ATAU YANG SETINGKAT, PEGAWAI NON ESELON, PEGAWAI BUMN/BUMD, DAN TENAGA INDONESIA



Keterangan :

- > : Surat Asli



For officials / employees of local government, request is approved by the relevant officials in central government agencies.

3. Signing of Letter of Approval by:
 - a. Secretary of State, State Institute for Leadership, Ministry, Attorney General, Armed Forces Commander, Chief of Police, Chief Officials, and the Governor;
 - b. Secretary of State Secretary a.n. Secretary of State, for the Member State Institutions and Other Officers;
 - c. KTLN Bureau Chief on the name Secretary of State Secretary for State officials other than those mentioned in item a and b, Echelon I, II, III and IV or the equivalent, non-echelon employees, state employees / public enterprises, and Indonesian personnel.
4. Letter of application for approval of official travel abroad at least present the following information:
 - a. Name and title of official who will travel abroad;
 - b. NIP or an equivalent identification number (for Civil Servants and Employees of state enterprises / enterprises);
 - c. The purpose of official travel abroad;
 - d. The destination city and country;
 - e. Period of official travel abroad;
 - f. Sources of financing.
5. Application letter for official travel abroad are equipped with:
 - a. Letter of invitation or a notification of execution of the organizer / co-operation partners abroad or confirmation letter from the Representative of the Foreign Affairs Government of the Republic of Indonesia in the destination country;
 - b. Documents / formal letter explaining the sources of financing (such as DIPA, a letter from the donor, contracts / agreements / MOUs, or the cost of his own affidavit, signed on the stamp);
 - c. Schedule and agenda of activities during in abroad
 - d. Explanation of the relevance, travel urgency / reasons and program-related details include the documents;
 - e. Written permission from the agency concerned if an officer / employee filed by other agencies;
 - f. Position paper and/or guidelines for the delegation, an official travel abroad in order to attend the meeting/international trial;



- g. Brochures or the like which provides a general overview of the promotion/exhibition, an official travel abroad in order to follow the promotion/exhibition;
- h. Draft of international treaties that have been discussed with relevant agencies, in an official travel abroad for the signing of the treaty.

C. Administration Arrangement Process of the Official Travel Abroad

1. KTLN Bureau conducted a study of the documents submitted by the Institute of State or Government Agency proposer.
2. If the request meets the requirement, the KTLN Bureau will prepare/issue a letter of approval to undertake official travel abroad, addressed to the State Agency or Government Agency proposer, which includes:
 - a. Name and job title;
 - b. NIP or an equivalent identification number (for Civil Servants and Employees of state enterprises/enterprises);
 - c. The purpose of official travel abroad;
 - d. City and/or the destination country;
 - e. Trip duration;
 - f. With provisions as follows:
 - Sources of financing for trips abroad
 - The obligation to contact and communicate the purpose of his visit to the Republic of Indonesia Government Representative in the destination country;
 - The obligation to submit reports after a business trip overseas
 - Travelling abroad with the cost of external/internal donor does not pose any ties to the Government;
 - The obligation to use the national airline, along its path is possible (for a business trip transportation costs from the State Budget)
 - The implementation of the provisions of departure to abroad rather than civil servants (for official travel conducted by the Indonesian personnel).
 - g. Copy documents for officials in relevant agencies.

D. SOP for Project & Research (Bilateral)

Research activities carried out if required by the Beneficiary Country is making a particular study, but due to the limited amount of money, then the Beneficiary Country has asked Indonesia to fund it. While the project activities are carried out if need real help, for example, to build infrastructure in the Beneficiary Country. Project and research activities were conducted in the Beneficiary Country.

Preparation of Socialization Materials Guideline and Appointment of Evaluator's Team

- 1) Referring to the MoU, Technical Agreement and the TOR Line Ministry together with WG Program detailing the action plan that includes the type and program activities and funding requirements, facilities and equipment according to work plan activities that have been set.
- 2) Line Ministry prepare the materials for socialization guideline for administration selection, technical evaluation, cost and feasibility evaluation by evaluator's team.
- 3) Line Ministry prepare the materials for socialization guidelines for the preparation of the proposal for prospective researchers/engineers/instructor.
- 4) Line Ministry Appoint Technical evaluator's team to conduct the administration selection, technical evaluation, feasibility and cost evaluation.
- 5) Line Ministry conduct socialization to administration selection, technical evaluation, cost and feasibility evaluation for evaluator's team.

Dissemination of Information and Participants Registration

- 1) Line Ministry send general information about the activities (socialization materials guideline for the preparation of the proposal) as well as the application form to the Secretariat of the SSC Coordination Team to be forwarded to the beneficiary country via the embassy of beneficiary country to be filled by the candidate researcher / engineer/instructors.
- 2) Filling the application form by the prospective researcher/engineer/instructors either on-line or off-line and sent through the embassy or consular of Indonesia. If done on-line then the prospective researcher/engineer/instructors should inform the embassy or consular of Indonesia.
- 3) Line Ministry create a short-list candidates of researchers/engineers/instructors based on information from the Indonesian embassy.

Acceptance of Proposal

- 1) Line Ministry coordinating the receipt of project and research proposals from the prospective researchers/engineers/instructors
- 2) Line Ministry submit research and project proposals from prospective researchers / engineers/instructors to the evaluator's team

Administration, Technical, and Cost Selection/Evaluation

- 1) Evaluators perform administrative team selection and technical evaluation, and feasibility of cost evaluation based on documents or presented exposure
- 2) Evaluators team determine research and project proposals that pass the selection and submits the results to the Head of Line Ministry

Announcement of Selection Results and Signing of Contract

- 1) Evaluator's Team through the Line Ministry announce the results of the evaluation
- 2) Evaluator's Team through the Line Ministry submit research and project proposals back to the winners for revised based on evaluation results
- 3) The winner handed back revised proposals to the evaluator's team through the Line Ministry
- 4) Signing of the contract between the Line Ministry (work unit designated by the Line Ministry) and researcher/engineer/instructors (team)
- 5) If the beneficiary country also requires experts from Indonesia, the procedure will follow SOPs Expert Dispatch to Beneficiary Country.

Implementation of Activities

- 1) Researcher/engineer/Instructors carry out research and project activities

Submission of Activity Reports & Presentations Results

- 1) Researchers/engineers/instructors provide regular reports about the using of budget to Line Ministry
- 2) Researcher/engineer/instructors submit a report describe the activities and results of activities periodically to the Line Ministry
- 3) Line Ministry submit research and project activities reports (the realization of time and the use of funds) to WG Program Administration and WG for the realization of appropriate disbursement of the financing scheme. Disbursement procedures follow standard procedures regarding the use of funds.

13. SOP for Project and Research

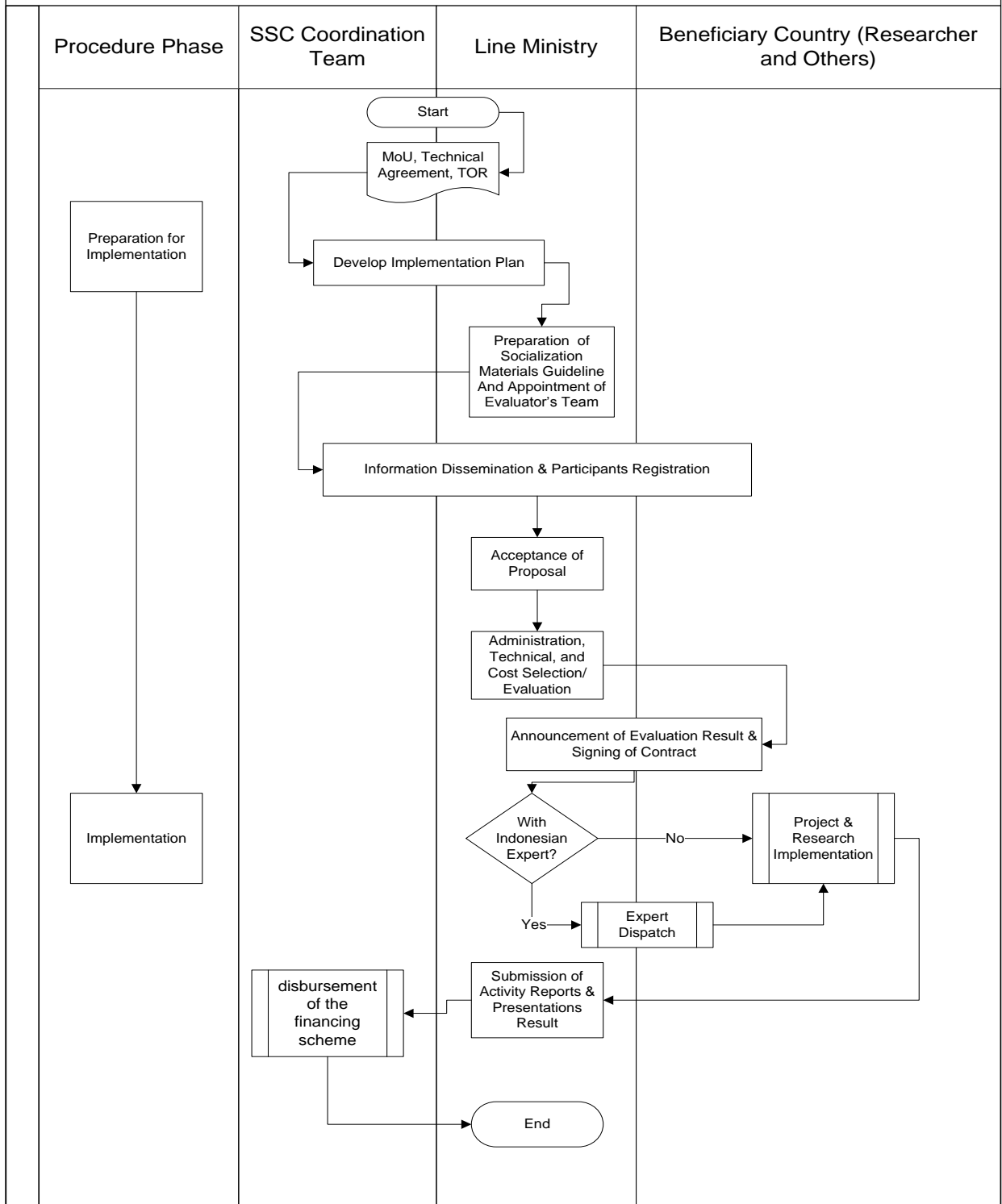


Figure 2.14. SOP for Project and Research (Bilateral)

E. SOP for Project and Research (Triangular)

Research activities carried out if required by the Beneficiary Country making a particular study, but due to the limited amount of money, then the Beneficiary Country has asked Indonesia to fund it. While the project activities are carried out if need real help for example, to build infrastructure in the Beneficiary Country. Research and project activities were conducted in the Beneficiary Country. Unlike the previous SOP, standard operating procedures in this section are intended to accommodate the research and project activities, but which involve Development Partners as one of the funders.

Preparation of Socialization Materials Guideline and Appointment of Evaluator's Team

1. Referring to the MoU, Technical Agreement and the TOR Line Ministry together with WG Program and Development Partner detailing the action plan that includes the type and program activities and funding requirements, facilities and equipment according to work plan activities that have been set.
2. Line Ministry prepare the materials for socialization guideline for administration selection, technical evaluation, cost and feasibility evaluation by evaluator's team
3. Line Ministry prepare the materials for socialization guidelines for the preparation of the proposal for prospective researchers/engineers/instructor
4. Line Ministry Appoint Technical evaluator's team to conduct the administration selection, technical evaluation, feasibility and cost evaluation
5. Line Ministry conduct socialization to administration selection, technical evaluation, cost and feasibility evaluation for evaluator's team

Information Dissemination and Participants Registration

1. Line Ministry send general information about the activities (socialization materials guideline for the preparation of the proposal) as well as the application form to the Secretariat of the Coordination Team to be forwarded to the beneficiary country via the embassy of beneficiary country to be filled by the candidate researcher/engineer/instructors
2. Filling the application form by the prospective researcher/engineer/instructors either on-line or off-line and sent through the embassy or consular of Indonesia. If done on-line then the prospective researcher/engineer/instructors should inform the embassy or consular of Indonesia.

3. Line Ministry and Development Partner create shortlisted candidates of researchers/ engineers/instructors based on information from the Indonesian embassy.

Acceptance of Proposal

1. Line Ministry coordinating the receipt of project and research proposals from the prospective researchers/engineers /instructors.
2. Line Ministry submits research and project proposals from prospective researchers/engineers/instructors to the evaluator's team and Development Partner.

Administration, Technical, and Cost Selection/Evaluation

1. Evaluator's team and Development Partner perform administrative team selection and technical evaluation, and feasibility of cost evaluation based on documents or presented exposure.
2. Evaluator's team and Development Partner determine research and project proposal that pass the selection and submits the results to the Head of Line Ministry.

Announcement of Selection Results and Signing of Contract

1. Evaluator's Team through the Line Ministry announces the results of the evaluation.
2. Evaluator's Team through the Line Ministry submits research and project proposal back to the winners for revised based on evaluation results.
3. The winner handed back revised proposals to the evaluator's team through the Line Ministry.
4. Signing of the contract between the Line Ministry (work unit designated by the Line Ministry), Development Partner and researcher/engineer/instructors (team).
5. If the beneficiary country also requires experts from Indonesia, the procedure will follow SOPs Expert Dispatch to Beneficiary Country.

Implementation of Activities

1. Researcher/engineer/Instructors carry out research and project activities.

Submission of Activity Reports and Presentations Result

1. Researchers/engineers/instructors provide regular reports about the using of budget to Line Ministry and Development Partner.
2. Researcher/engineer/instructors submit a report describe the activities and results of activities periodically to the Line Ministry and Development Partner.
3. Line Ministry submit research and project activities reports (the realization of time and the use of funds) to WG Program Administration and WG for the realization of appropriate disbursement of the financing scheme. Disbursement procedures follow standard procedures regarding the use of funds.

14. SOP for Project and Research (Triangular)

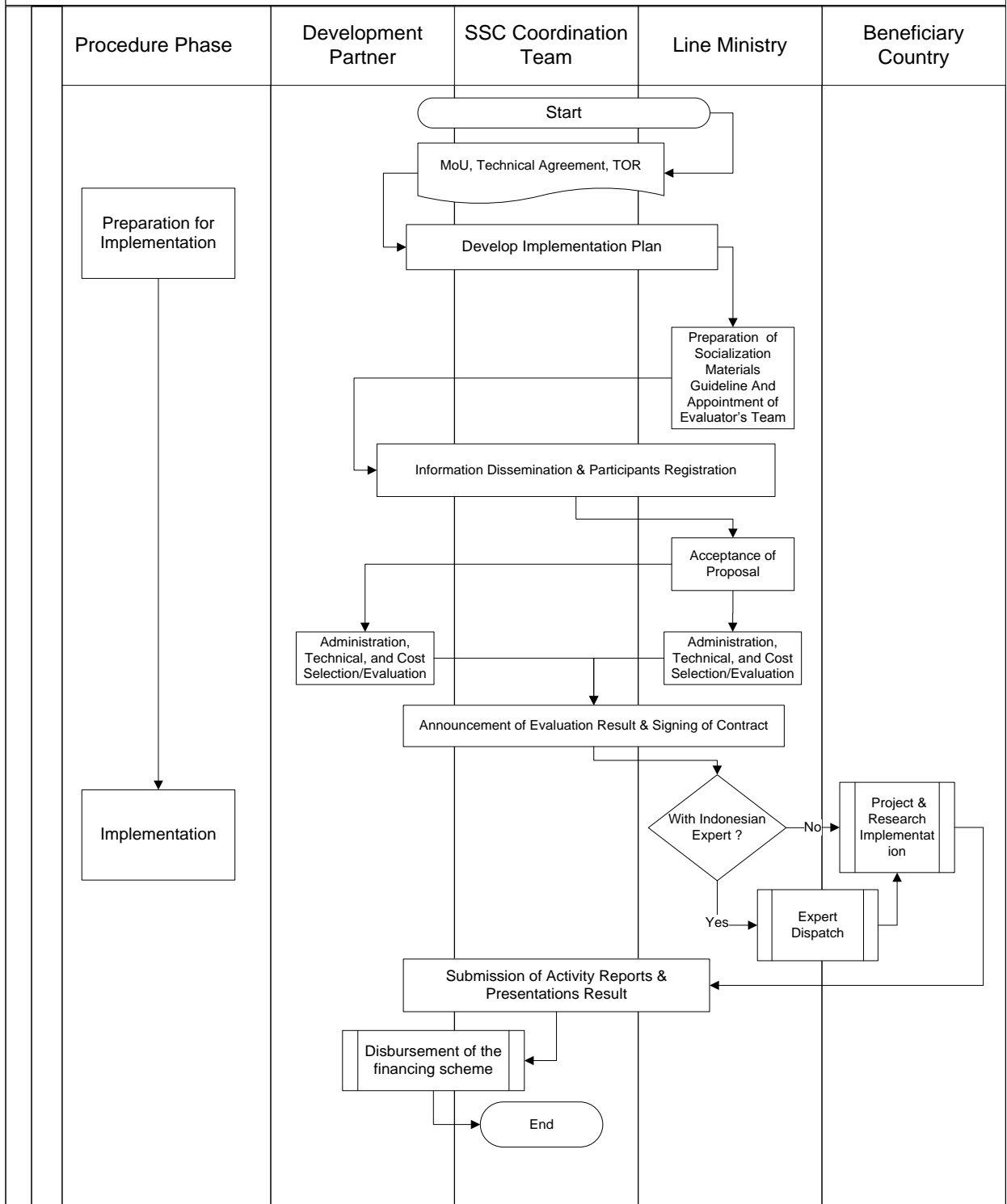


Figure 2.15. SOP for Project and Research (Triangular)

F. SOP for Delivery of Goods and Experts Assignment

Delivery of goods is one activity that is generally done so far. For example, if the Beneficiary Country requires productive goods, such as tractors, farm equipment, and so forth. For some conditions, the Beneficiary Country also requires experts who will explain about the product knowledge of the goods delivered. A description of the product knowledge so they can be understood in a short time, then do the training format. Below is described the procedure for delivery of goods and their experts to the Beneficiary Country.

1. Referring to the agreed of the MoU, Technical Agreement and terms of references, then will make the detailed planning of activities related to the delivery of goods and their experts.
2. Line Ministry get approval from WG program of the SSC Coordination Team
3. Line Ministry send a request for use funds to WG Administrative Program of SSC Coordination Team. Filing process and disbursement of funds will further refer to the appropriate procedures for use of funds funding sources.
4. Line Ministry preparing the necessary documents (the type of goods required, specifications, quantity, time)
5. Line Ministry preparing the procurement of goods if the purchase of the goods in question exceeds a certain value (> 100 million) in accordance with Presidential Decree. 54 in 2010
6. Line Ministry can do a direct appointment when the project is less than the specified value (<100 million)
7. Line Ministry set Institution/Institutions/Companies that win a tender, is called as a Third Party
8. Line Ministry and Third Party signed a contract for the procurement of goods according to plan
9. Line Ministry make the process of purchasing goods in accordance with the specifications in question
10. Line Ministry proposed deletion process assets in coordination with the State Property Directorate of the Ministry of Finance.
11. Third Party prepare the delivery of goods to the Beneficiary Country
12. Line ministry monitoring the delivery of goods according to the specifications required
13. Line ministry ensure the implementation of delivery of goods to the Beneficiary Country in accordance with the agreed schedule in the agreement
14. If the delivery of good is accompanied by an expert, it will refer to the procedure which is set in a separate SOP, namely that the Expert Delivery to Beneficiary Country.

15. Line ministry coordinates with the beneficiary country about the handover ceremony of symbolic goods.
16. The Secretariat of SSC Coordination Team will send a request to the beneficiary country's embassy to make a symbolic ceremony handover of the goods.
17. Embassy handed over aid as a representative of line ministry
18. Beneficiary country will submit receipt of goods to the Line Ministry and Third Party
19. Third Parties submit implementation report to line ministry
20. Line ministry processes the disbursement of funds for the Third Party based on the procedures of source of funds
21. Line ministry reports to the WG Administration of SSC Coordination Team that the goods have been delivered and provide evidence handover of goods
22. Line ministry evaluates the overall implementation process that has been conducted by the Third Party
23. Ministry makes a program implementation report
24. Line Ministry delivers the Implementation Report of Activities and evidence handover of goods to the Secretariat of the SSC Coordination Team
25. WG Administrative of SSC Coordination Team evaluates the implementation report of the activities
26. Sekretariat of the SSC Coordination Team insert the reports of implementation and evaluation results into the database system

15. SOP for Implementing Delivery of Goods and Experts Assignment

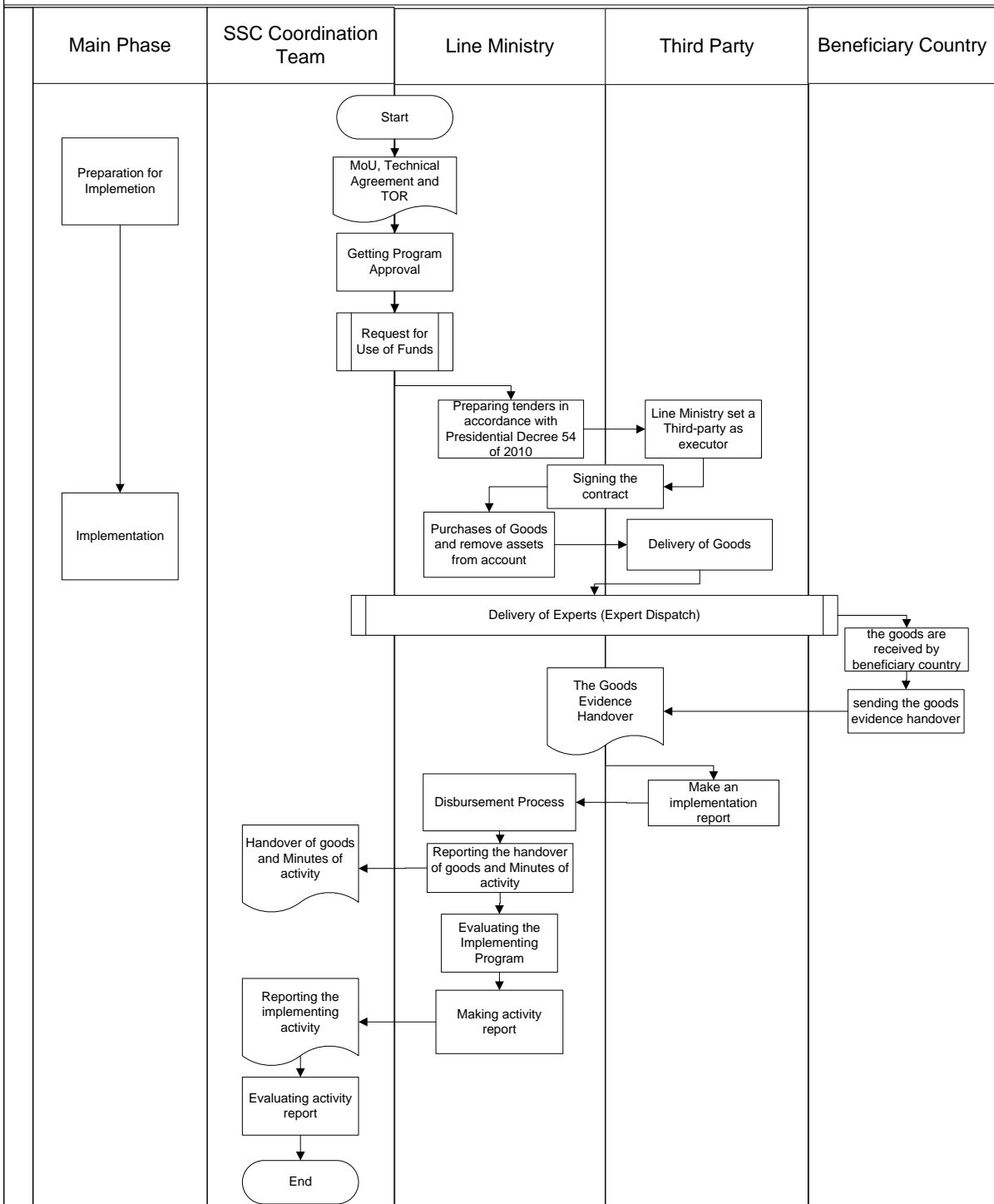


Figure 2.16. SOP for Implementing Delivery of Goods and Experts Assignment

G. SOP for Scholarship

So far, Indonesia has been quite a lot of work in terms of scholarships for southern states. Ministry of National Education has a lot of experience related to this, with a relatively well-established procedures. In accordance with the principle of one gate policy and the division of tasks SSC based on their competence, the ministry that will carry out the activities within the framework of SSC scholarship centered in the Ministry of National Education. The procedure of preparation and implementation of scholarship are as follows:

1. Referring to the MoU, Technical Meeting and agreed TOR, the Ministry of National Education will conduct a scholarship activities
2. Ministry of National Education specify/update the types of scholarship programs offered, fields of study, qualifications and requirements, regulations, application procedures and schedules for the scholarship applicants,
3. Ministry of National Education announced the types of scholarship program offered, fields of study, qualifications and requirements, regulations, application procedures and schedules for the scholarship applicants, for scholarship applicants via website
4. Applicants apply the scholarship through the Ministry of National Education website,
5. Applicants attach the forms and administrative requirements through the website or submit to the Embassy in beneficiary country,
6. If the applicant filed the application via website, then applicant must notify the Indonesian Embassy or Consulate-General in their respective countries
7. The application documents will be delivered by the embassy to the Directorate of Public Diplomacy Foreign Ministry or the National Development Planning Agency or the Bureau of Planning and International Cooperation Ministry of National Education
8. The application documents will be selected every March for courses starting in September next year by a team which consist of the officials from:
 - a. Bureau of Planning and International Cooperation Ministry of National Education
 - b. Directorate General of Higher Education Events Calendar
 - c. Foreign Ministry Director of Public Diplomacy
 - d. Representatives of university goals
 - e. WG Administrative Development Program of SSC Coordination Team
 - f. State Intelligence Agency (BIN)

9. Ministry of National Education matches the number of applicants with the available quota of scholarships
10. Ministry of National Education adjust the quota of scholarship with the priority countries that have been determined previously by the Foreign Ministry
11. Ministry of National Education select the list of awardees name
12. Ministry of National Education announced the awardees name through the Indonesian Embassy or Consulate-General in their respective countries or through the Website of Ministry of National Education
13. Confirmation the agreement between the Embassy of Indonesia in their respective countries with scholarship recipients
14. Scholarship recipients must have a Social Visit Visa (VKSB) which issued by the Embassy of Indonesia in the respective countries
15. Ministry of National Education ensures the arrival of participants
16. Upon arrival in Indonesia, passports must be submitted to the Planning and International Cooperation Bureau, Ministry of National Education.
17. Ministry of National Education will submit the passport to the Secretariat team, and it will be processed by the WG Administrative Program of the SCC Coordination Team to get recommendation letter from the State Secretariat and the Directorate General of Immigration, Ministry of Justice and Human Rights.
18. Ministry of National Education prepares the implementation of orientation for all scholarship recipients. Orientation materials consist of:
 - a. Knowledge about the cultures of Indonesia
 - b. The education system in Indonesia
 - c. Rights and obligations of the Government of Indonesia as scholarship owner
 - d. Rights and obligations of recipients
 - e. Regulations set by the Ministry of National Education for Scholarship Recipients
 - f. Regulations that applicable in Indonesia in the context of teaching and learning activities
19. Ministry of National Education in Indonesia organize the orientation for all of scholarship recipients
20. Placement of students in a particular university is the discussions result between Ministry of National Education and the associated university considering the capacity of universities to accommodate new students and the availability of field of study

21. Ministry of National Education submit the implementation of scholarship report to the Secretariat of SSC Coordination team
22. Ministry of National Education makes the request of funds disbursement
 - a. Ministry of National Education does the following things during the awardee in a period of education:
 - b. Assist and ensure accommodation
 - c. Provide a monthly allowance to the awardees through university
 - d. Hold regular meetings for all scholarship recipients
 - e. Ensure the recipients comply with regulations set by the Ministry of National Education
 - f. open the Communication with the university/grantee for issues that arise during the learning process
 - g. Ensure awardees finishing the program according to schedule
23. Ministry of National Education records academic Data of scholarship recipient after the learning process is completed
24. Ministry of National Education ensures awardees return to their home countries
25. Ministry of National Education conducts an evaluation of each program implemented
26. Ministry of National Education maintain the relation with scholarship recipients alumni
27. Ministry of National Education submit a periodic report to the Secretariat of the SSC Coordination Team

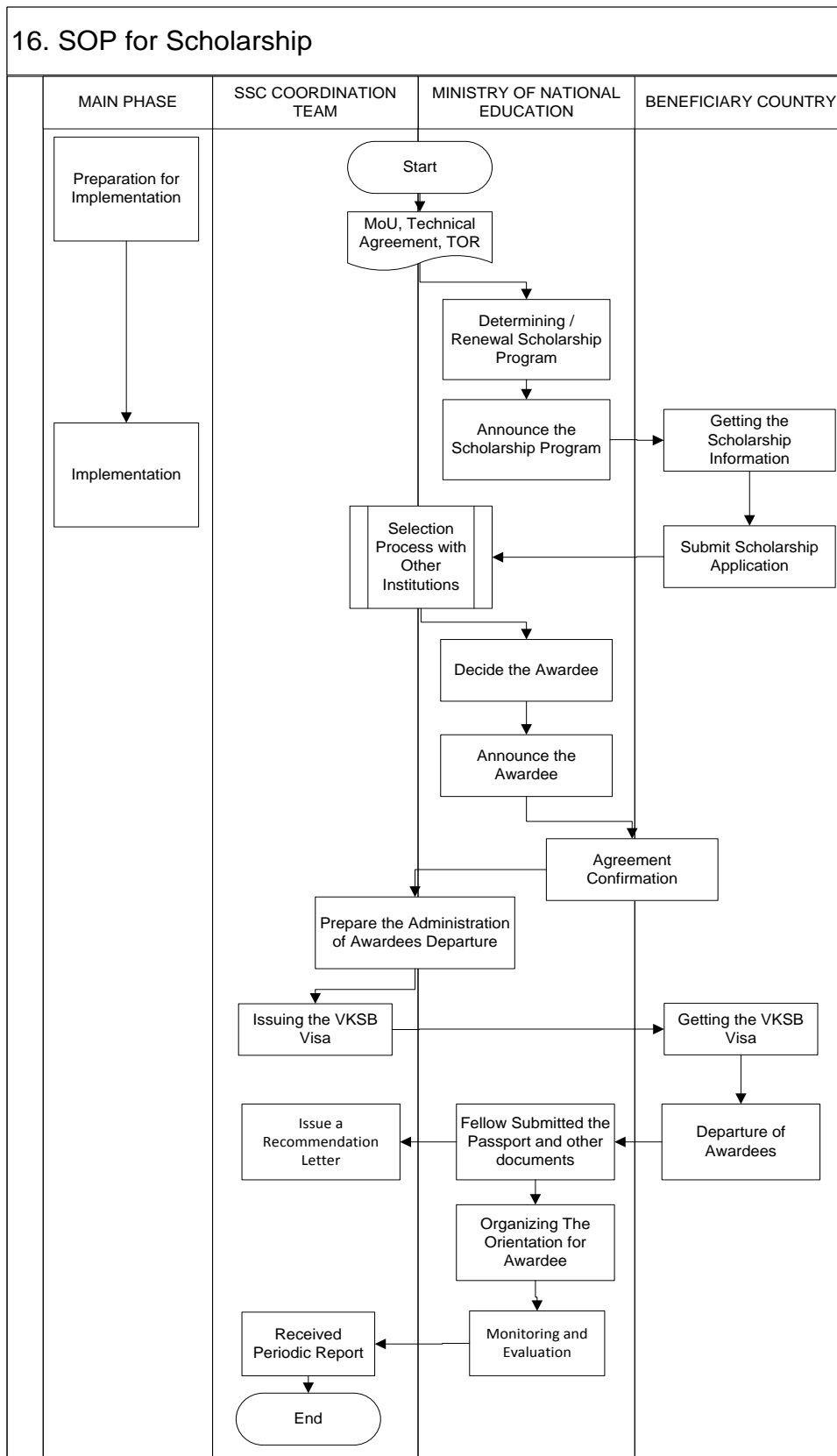


Figure 2.17 . SOP for Scholarship

CHAPTER III

MONITORING AND EVALUATION

Indonesia's economic growth showed a significant rapidly and consistently increase. Based on a study of IDE-JETRO, the current GDP per capita of Indonesia has reached more than 2,000 U.S. Dollar, and in 2020 estimated GDP per capita of Indonesia was on the 5,000 U.S. Dollars. Based on these data, the position of Indonesia has experienced an increase from the position of developing countries into the position of middle-income countries. In line with developments in the economy, then in the context of development cooperation and global partnerships, Indonesia is no longer be in the position of the recipient country, but already at the stage of transition into state aid.

As a manifestation of Indonesia's commitment to more actively participate in development cooperation and global partnerships, Indonesia has participated in the signing of a number of international commitments such as:

- Paris Declaration (2005)
- Accra Agenda for Action (September 2008)
- Doha Declaration on Financing for Development (November 2008)

A number of commitments on the activities realized in the form of knowledge sharing and capacity building within the framework of South South Cooperation (South-South Triangular Cooperation). Published in 2009 Indonesia Jakarta Commitment which aims to encourage cooperation and partnership efforts to improve the effectiveness of foreign loans and grants through:

- Indonesia Programme Led
- Use of the budget / procurement / monitoring and evaluation
- Increased use of domestic products (Untied aid)
- Improved alternative sources of financing (PPP, CDM and CSR)

To strengthen the institutional structures and systems that can support the SSC in the future, it has been prepared in the period of institutional development stages of SSC in three stages as follows: Period 1 (2011 - 2014), Period 2 (2015 - 2019), and Period 3 (2020 - 2025). The stage of development in period 1 is intended to improve coordination within the institutional framework, one of which involves the construction of Monitoring and Evaluation System. Since the Jakarta Commitment was launched in 2009, a number of program activities have been carried out, but until now has not provided a mechanisms for oversight and evaluation of the implementation of these activities.

Monitoring and evaluation guide is necessary to measure the success and effectiveness of program implementation. In addition, monitoring and evaluation system can be used as an instrument for improving the input of development materials planning program activities to be organized and a reference for determining the sustainability of a program activities. In preparing the Monitoring & Evaluation Guidelines, it will be included a number of aspects which include: a form of institutional framework in the implementation of SSC, and the type of program activities to be conducted. SSC organizational framework and coordination mechanism consisting of inter-ministerial body in the container SSC Coordination Team and the technical ministries/other institutions acting as executor (implementing agent). While this type of program activities to be performed include: training, scholarship, expert dispatch, internships, comparative study, equipment, workshops, etc.

3.1. Monitoring and Evaluation Concepts

The evaluation is part of a unified project management undertaken to monitor the implementation and outcomes from a number of events and activities that exist. Monitoring and evaluation are two different functions but complementary. Monitoring is a routine assessment activities carried out on an activity to assess the resources used (inputs), the services produced (output), and the results (outcomes) obtained from the undertaken program / activity. Evaluation is a non-routine activities are performed to measure the level of benefits / impact of bias obtained from the implementation of these activities.

Table 3.1. Output difference between the Monitoring and Evaluation

	Monitoring	Evaluation
Purpose	To monitor changing conditions at the beginning of the desired condition.	To evaluate the results that already achieved, as well as answer cause if not achieved
Focus	Focus on output and its effect on results (outcomes)	Comparing the initial conditions with desired conditions. Focus on how the strategy affects the output and the achievement of desired goals. Emphasis on the question of appropriateness (relevance), effectiveness, and sustainability of the activity
Methodology	Monitoring the development of performance at any time by the end of the expected conditions over the analysis and comparison of indicators	Evaluate the results achieved by comparing the indicator at the time before and after evaluation
Implementation	Continuous and systematic	Periodic and has a period of time (time bound)
Usefulness	As a means of control over the performance problems that generate the necessary corrective action	As a tool for formulating policies and strategies as well as a means of learning to the problems that arise

Here is a framework used to conduct monitoring and evaluation.

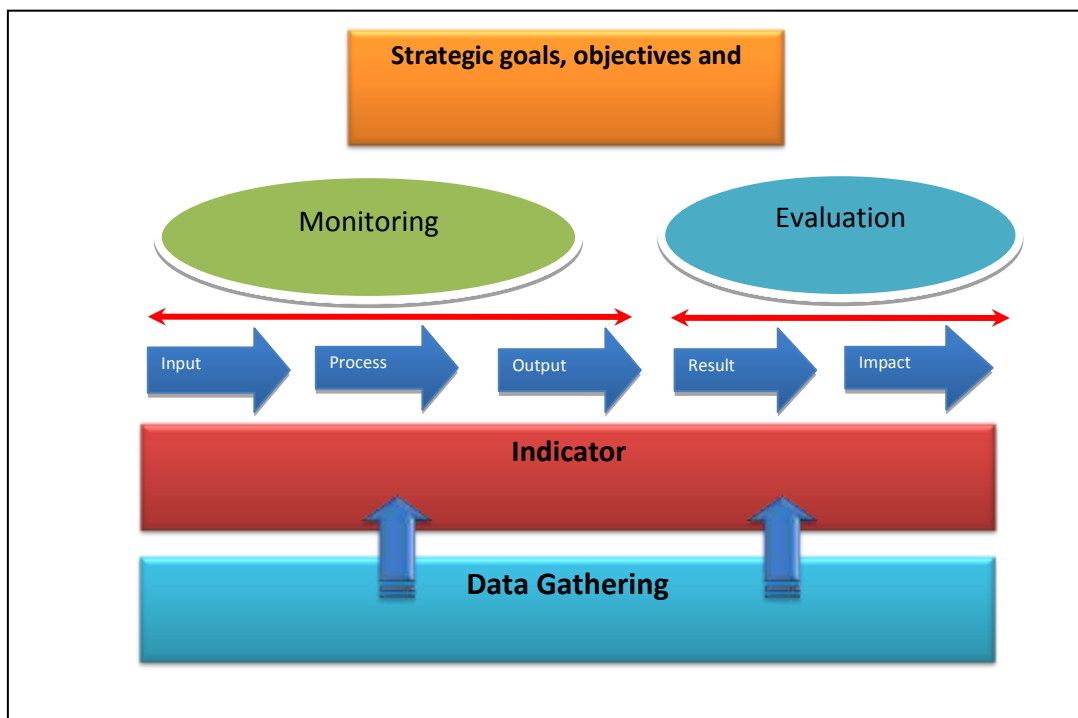


Figure 3.1. Framework of Evaluation Monitoring

Several phases that can be done to conduct the evaluation and monitoring:

- **Initiation Phase:**
It is done at the beginning of the activities performed. The focus of the evaluation at this stage is to measure the fit between objectives and activities undertaken and to determine the ultimate success indicator which be reference in the monitoring and evaluation.
- **Phase Mid Term:**
This activities carried out in the middle period to measure the effectiveness and efficiency of activities already carried out and provide feedback to the implementers based on the measurement results.
- **Completion Phase:**
This is carried out on completion of activities and is used to measure the effectiveness and continuity/sustainability of an activity and analyzing the various obstacles that interfere with the effectiveness in implementation.
- **Post-Settlement Phase (After Completion):**
It is performed after the completion of activities performed and used to measure the level of continuity/sustainability of an activity and set the corrective measures that need to be taken for effective implementation of the next activity.

Some of the activities performed at each stage of monitoring and evaluation activities:

Phase	Activity
Initiation	<ul style="list-style-type: none"> - Establish the scope and purpose of monitoring and evaluation system - Setting up a logical framework of the evaluation - Setting up questions about key performance indicators and, including the monitoring mechanism - Setting up a monitoring and evaluation plan format - Creating a budget estimate for the monitoring and evaluation activities
Mid Term Review	<ul style="list-style-type: none"> - Collect information for mid-term review of activities of monitoring and evaluation reports - Responding to the feedback / feed back that up - Make plans improvements to the implementation stage after mid-term review - Make adjustments to the system as needed
Completion	<ul style="list-style-type: none"> - Data collection and implementation data analysis - Setting up a workshop and field visits to assess the impact - Identify the root of the problem and determine how improvements to be implemented at a later stage
Post Settlement	<ul style="list-style-type: none"> - Conclusion

A. Monitoring Activities

1. The concept of monitoring

Monitoring is a routine assessment activities carried out on an activity to assess the resources used (inputs), the services produced (output), and the results (outcomes) obtained from the undertaken program/activity. Implementation of monitoring allows the stakeholders to evaluate and review the progress of the activities performed by each unit/section to achieve the objectives that will be achieved.

In the early stages of program development activities, in general usually have obtained an agreement specifically on the objectives to be achieved from the implementation of the work program. The next step should be done at the time of monitoring is to identify the problems that need to be addressed for the achievement of goals, and put it in the results (outcomes) to be desired. Monitoring also enables planners to identify the success or failure of activities that will be/is being/has been implemented, so that adjustments can be done/fixed that lead to the achievement of goals.

Monitoring is done through data collection and analysis of information on a regular basis/sequential. Data sources for these activities include internal verification tools (document), for example in the form of monthly reports, records of work and travel, minutes of meetings, proposal activity, and so the budget plan. It also can perform such reviews, a form of monitoring with a lower frequency, such as one year.

Stages of steps that need to be prepared at the time of monitoring activity is initiated from the planning process of the aspects that are involved in monitoring activities. The planning stage consists of several identification activities on several aspects, including: unit involved in the implementation and monitoring aspects which will be monitored. In the planning stage is also determined the form and format of monitoring the agreed period based on the identification of a number of aspects to be monitored.

The next stage is the measurement and analysis of data from the monitoring results. From the results of this analysis will be obtained the feedback input (feed back) and the necessary corrective action.

Sequence of steps in a more detailed monitoring activities are shown in Figure 3.14. The following.

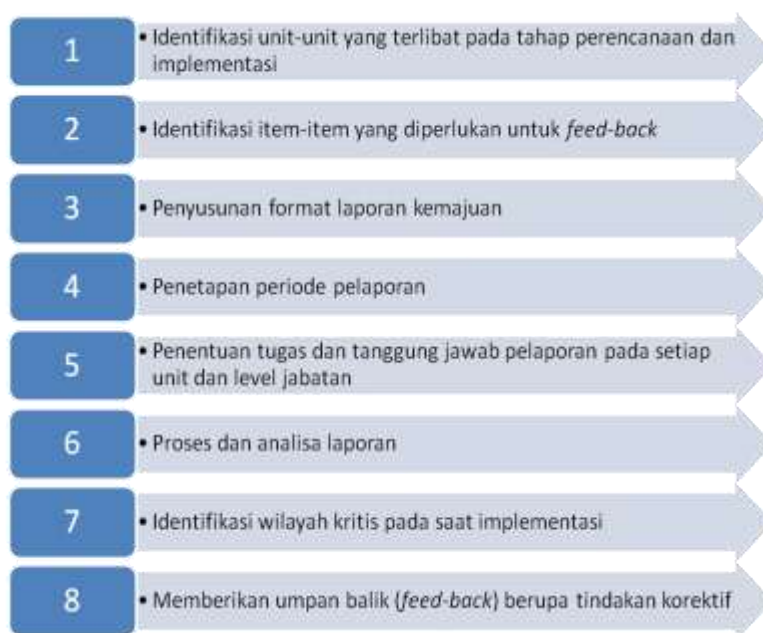


Figure 3.2. Monitoring Steps

2. Determination of Indicators

After the results (outcomes) are identified, then next can begin to set indicators and the most appropriate targets to monitor efforts. Monitoring format can generally be shown in the following table.

Table 3.3. The format of general monitoring

Outcome	Outcome Indicator	Baseline	Target	Activity /input	Output	Output Indicator	Baseline	Target
Outcome1								
Outcome2								
.....								

According to Robbins and Coulter (2007) indicator/measurement criteria are more important things than how to measure it. Some of the indicators commonly used by organizations such as the human aspect and budget. Other indicators to adjust to different activities. Some examples of commonly used indicators are as follows:

Table 3.4. List of indicators that can be used for monitoring

Input	Process	Output
<ul style="list-style-type: none"> - The number of executive - Qualification - Schedule - Budget - Target Number of Unit 	<ul style="list-style-type: none"> - Actual time - Realization of the budget - Realization of the Unit of Work 	<ul style="list-style-type: none"> - The number and type of file a report - Actual time - Realization of the budget - Realization of the Unit of Work

The proposed indicators are divided based on each aspect of the operational activities. Indicators must also meet the SMART principle (Specific, Measurable, Attainable, Relevant, and Timely) so the monitoring process is on target and clear feedback will be given to ease of repair plan that will be done.

Monitored input on aspects of the initiation phase. Monitoring activities to aspects of input (resources) is done to ensure that activities are in accordance with the work plan and budget units that have been proposed. Meanwhile, the aspect of the process is monitored at mid-term review phase to identify whether the process/activity has been running as planned, as well as to see the distribution of execution time and budget. In the aspect of output, monitoring conducted at the completion phase to see the consistency of output produced in accordance with agreed criteria

3. Monitoring Tools/Table

Monitoring tables are developed tables that are used to evaluate every aspect of the operations process (input-process-output). As previously described, each table is used to perform monitoring at every phase of monitoring and evaluation activities. Monitoring input table is used to view the plan implementation indicator (target), the unit of work, budget, and schedule of activities proposed by the work unit when the work unit submit a proposal of activities/work programs (initiation phase).

Meanwhile, monitoring process chart is used to see the indicators of realization of the implementation until the time when monitoring team do the evaluation (time-to-date). This table is required to view the distribution of resource use, the man (and the implementing units of work), budget, and time. Theoretically, the cumulative distribution of resources that have been used should follow the shape of the S-curve. In addition to per activity/program of work, each work unit is implementing activities to create a table to evaluate the details of the activities that are implemented in a work program.

Monitoring activities during the mid-term phase is a step to see the possibilities of success or failure of implementation of activities/work programs. In addition, early corrective action is also possible when the phase is done. Therefore, aspects of the process table will also be equipped with a form of open questions about the barriers and obstacles in the implementation and revision of proposed actions, repairs, or corrective action required.

Output table is used to view the output indicator of the work program/activity that has been done by implementing work unit, including a report that is generated (both type and amount), the budget realization, the realization of the work unit, and the realization of the implementation of activities. Monitoring Flowchat forms and formats are shown in Appendix Table A through I.

B. Evaluation Activities

1. Evaluation Concept

Evaluation is an activity that is periodic objective assessment of an Work Program/Work in progress. The purpose of evaluation is to measure the appropriateness and achievement of outputs (outputs) and results (outcomes) of an activity, as well as to improve the effectiveness, efficiency, impact, and sustainability of these activities. The evaluation should result in a useful and credible information in order to provide feedback (lessons learned) that are useful in decision-making process. Evaluation scheme can be shown in the following chart

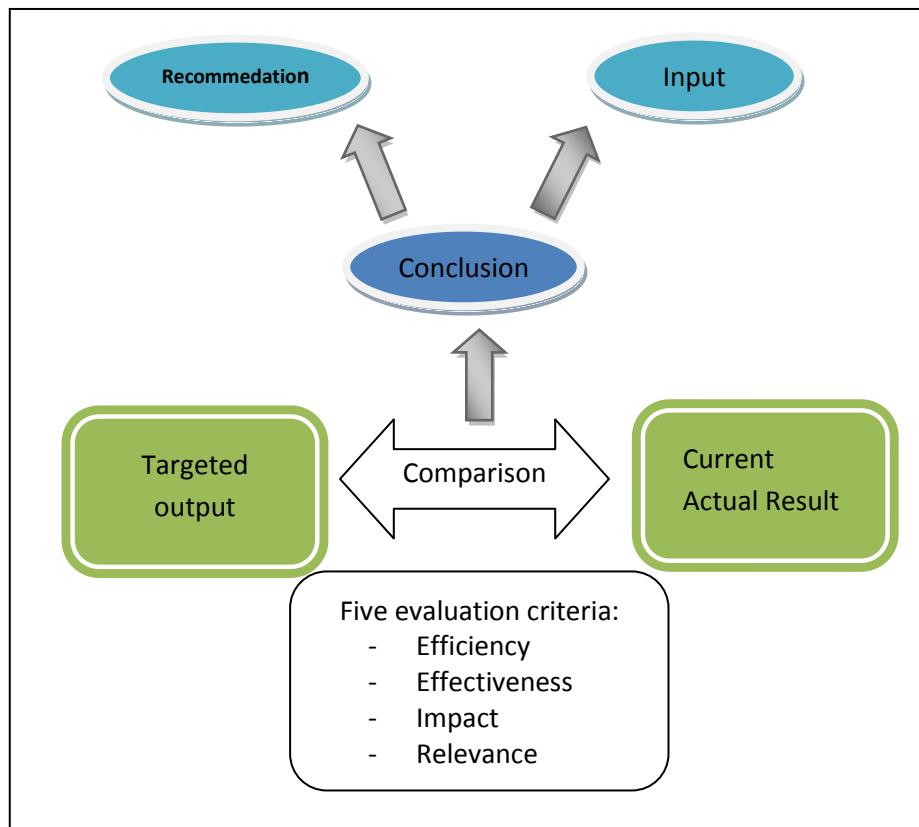


Figure 3.3. Framework for Activities Evaluation

Source : FASID (2000) : Foundation for Advanced Studies on International Development

Monitoring and evaluation implementation is based on the following principles:

- a) Clarity of purpose and the results obtained from monitoring and evaluation;
- b) Includes the entire program of work in order to fully describe the circumstances and situation monitoring and evaluation targets;
- c) Implementation in accordance with a predetermined schedule of implementation;
- d) Carried out periodically and sustainable;
- e) Based on performance indicators, the criteria/indicators are set for each program of work;
- f) Assessment based on the level of effectiveness and efficiency of program implementation.

In general, the evaluation activities stages step consist of 4 (four) main stages starting from the preparation of the evaluation format, evaluation of materials planning, data collection, and preparation of conclusions. The evaluation step sequence of steps shown in Figure 3.16.

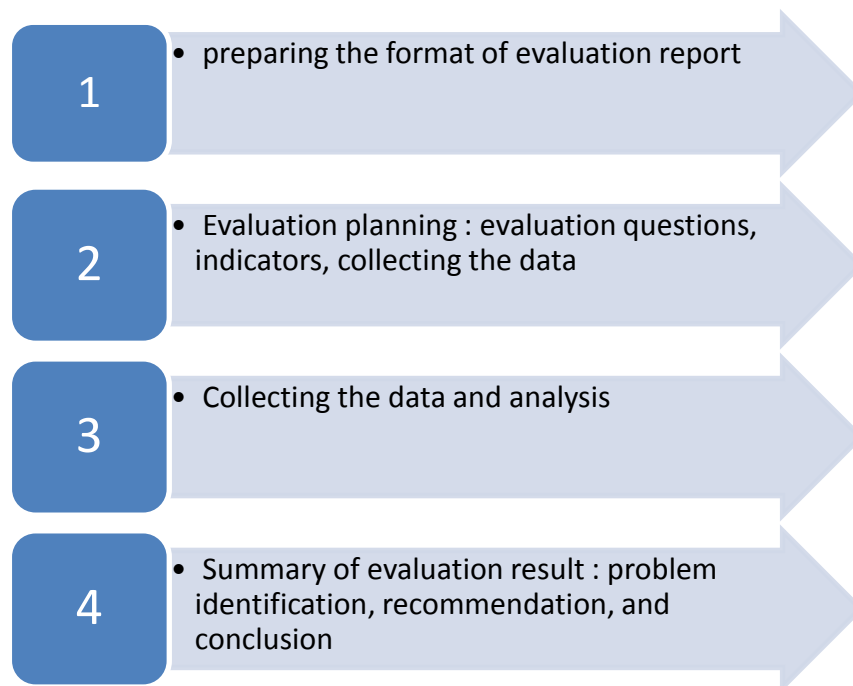


Figure 3.4. Evaluation Steps

In more detail, the stages of evaluation activities can be presented as follows:

- a) Preparation of evaluation report format
 - i. To verify any design changes to the format of the evaluation report, including repairs/improvements to the existing evaluation format in the previous period
 - ii. Preparation of logical framework for the evaluation that contains the indicators, verification methods used, and assuming the risks that exist in every aspect, from aspect to aspect Input Target.
- b) Evaluation Plan
 - i. Preparation of evaluation questions
 - ii. Determination of indicators as a basis for assessment of efficacy
 - iii. Selection of data collection methods
 - iv. Finalize the design of evaluation
- c) Data Collection and Analysis
 - i. Site visits to answer questions of measurement and evaluation indicators
 - ii. Data collection and analysis
 - iii. Presentation of the results

- d) The conclusion of the evaluation
- i. Interpretation of data and compiling the results of the evaluation conclusions
 - ii. Identification of the problems that arise to be used as input
 - iii. Make a recommendation
 - iv. Presentation of evaluation results

1) Preparation of Logical Framework

Logical framework is an analytical tool that can be used to manage and present the evaluation activities. Benefits to be gained from the use of logical framework are:

- Can be used to analyze the condition that occurs during activities is being conducted
- Displays a sequence of activities from the beginning to the end result desired
- Can be used to identify potential risks that exist in order to ensure the sustainability of these activities
- Can be used to evaluate the output (outputs) and outcomes (results)

Table 3.5. The Format of the Logical Framework

	Indicator	Verification Method	Assumptions & Risks
Goals			
Purpose			
Outcome			
Output			
Activities			
Input			

2) Preparation of the Framework and Evaluation Plan

After the logical framework has been completed, it is necessary to the formulation of how the method of evaluation will be conducted. To determine the method of evaluation will be done, it is necessary to the preparation of the Evaluation Plan which is used to determine what needs to be measured and the methods to be used to measure it. In general Evaluation Plan form includes the objective evaluation, a list of evaluation questions, indicators that will be used, data collection methods, schedule of activities and resources required.

Table 3.6. Evaluation of the General Plan

Logical Frame Work	Indicator	Aspects which are measured (What)	Measurement Method (How)	Measurement executor (Who)	Interviewed Stakeholder	Methods / tools in use
Goal						
Purpose						
Outcome						
Output						
Activity						
Input						

3) Data Collection and Analysis

Data collection can be done through field visits undertaken by all stakeholders. Model implementation of field trips is highly dependent on the evaluation plan and used/selected methods.

Analysis of data after the data collection process is completed. Data that have been taken then collected for further analysis. Type of data used from the results of data retrieval can be either qualitative or quantitative data. Quantitative data can usually be obtained from the model that is the amount of data retrieval

2. Determination of Indicators

Necessary criteria to conduct the evaluation consisted of 5 (five) components, namely: efficiency, effectiveness, impact generated, the correspondence between activities and outcomes with the objectives to be achieved, as well as the level of sustainability of the activity.

Understanding of each criterion and its links to the hierarchical relationship of the destination logical framework can be demonstrated in the following chart:

Table 3.7. Evaluation Criteria

	Efficiency	Effectiveness	Impact	Relevance	Continuity
Goals			What is the positive and negative impacts? Direct and indirect?	Is the target activity still relevance when we are in evaluation process?	How far the positive impacts which are received by the work units after they finish the activity?
Purpose		Is the target feasible, and how the impact to the output?			
Outcome					
Output	How far input impact the output				
Activities					
Input					

Source : FASID (2000) : Foundation for Advanced Studies on International Development

A description of each of the criteria that can be used in further evaluation activities described in the following section.

a. Efficiency

Efficiency is a measure of the outputs achievement, both quantitatively and qualitatively, is associated with the use of inputs. In one implementation, the approach through the utilization of resources with the cost of the cheapest is usually the most frequent. This can be done by performing a comparison of the alternatives that can be done to get the same output.

Table 3.8. Efficiency Criteria

Efficiency criteria	
Consideration	<ul style="list-style-type: none"> ➤ What is the use of cost efficient? ➤ Do outcomes and objectives can be achieved on time? ➤ What is the method used is the best alternative?
The key questions	<ul style="list-style-type: none"> ➤ How much input can be saved to produce the same output? ➤ What input that has been utilized to generate the appropriate output?

b. Effectiveness

Effectiveness is a measure of the extent to which the achievement of an activity is in accordance with the outcomes and objectives that have been defined.

Table 3.9. Effectiveness criteria

Effectiveness Criteria	
Consideration	<ul style="list-style-type: none"> ➤ The extent to which outcomes and objectives can be achieved / how likely be achieved? ➤ The main factors that can affect / hinder the achievement of outcomes and objectives?
The key questions	<ul style="list-style-type: none"> ➤ Do the objectives assigned to occur? ➤ Is the goal can be achieved at the end of the activity? ➤ Can output be reduced without impacting on the achievement of objectives?

c. Impact

Impact refers to changes resulting from an activity, either positively or negatively, directly or indirectly, intentionally or unintentionally. Effect of impact may include changes in social, economic, environmental, and other aspects of.

Table 3.10. Impact Criteria

Impact Criteria	
Consideration	<ul style="list-style-type: none"> ➤ What impact can be felt from the implementation of activities? ➤ Changes in the benefits derived from the activity? ➤ How many people / unit who will benefit?

d. Suitability/Relevance

Suitability is a measure of the extent to which an activity in line with the priorities and policies that have been set.

Table 3.11. Suitability Criteria

Conformance Criteria

Consideration	<ul style="list-style-type: none"> ➤ The extent to which goals and objectives can be achieved at an invalid activity? ➤ Are activities and outputs in accordance with the achievement of the goals and ideals in general? ➤ Are activities and outputs consistent with the impact that would result?
---------------	---

e. Sustainability

Sustainability is related to the assessment of whether the benefits of an activity will still be felt after the event ends.

Table 3.12. Sustainability Criteria

Sustainability Criteria	
Consideration	<ul style="list-style-type: none"> ➤ The extent to which benefits can still be felt after the activity ends? ➤ What factors affect the achievement / barriers to the sustainability of an activity?

3. Tool/Evaluation Table

Evaluation table is used to evaluate the criteria/indicators mentioned above. For efficiency criteria, the tables have been sufficient to evaluate the monitoring of this indicator because in essence, efficiency is an indicator to compare the output with the input of resources. As for the indicators of appropriateness, effectiveness, impact and sustainability evaluated using the assessment table for each criterion by using a list of questions. Format that can be used is to use a scoring system 1-4 scale form. So that later can be obtained by the average (mean) for each criterion. By using a scoring system, evaluators can see which activities have a low score, so it can then do a follow up to the activity. In general, if the scale of 1-4 measurements, then the mean score above 2.5 is considered quite good, and vice versa.

3.1. Monitoring and Evaluation Mechanism

ODA program preparation process (Official Development Aid) within the scope of activities of SSC consists of several stages of the process and the levels of different levels. Programming mechanism starts from the identification and preparation stage of the program conducted by the Strategic Functions. The results of the identification of the program to be created, and then mapped into the respective sectoral areas addressed by the related Ministry Technical (Operational Functions). During this time the Technical Ministry is the government institution has the authority and policy in managing the development activities in accordance with the technical program areas addressed include: agriculture, infrastructure, research and development of others. Furthermore, the implementation of the program to be compiled later realized in the form of an appropriate design of the type of activities, including: training, seminars, dispatching experts, scholarships and so forth.

Figure 3.17. shows the process flow of SSC ODA programming, it is divided into 3 (three) functions based on differences in the focus of the purpose and scope of duties and authority, namely: Strategic Functions, Management Support Functions and Operations Function.

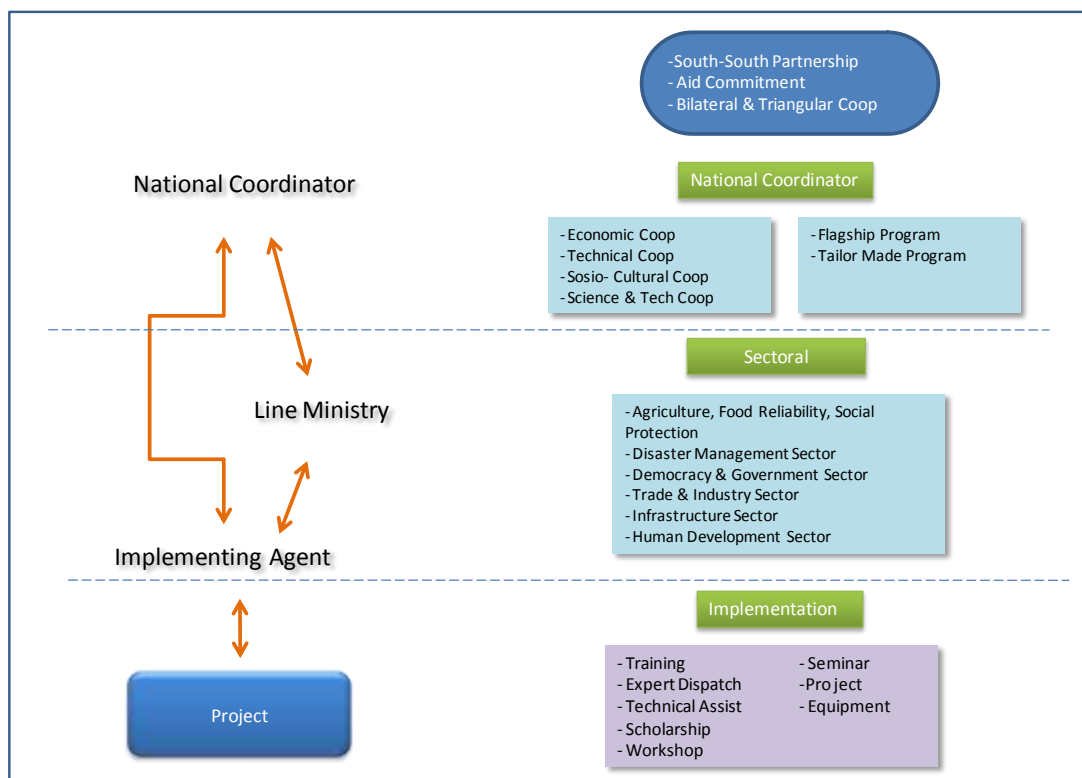


Figure 3.5. Preparation of Program Coordination Mechanism

- Strategic functions assigned to identify and design programs to be conducted for SSC activities. Identification and design of the program refers to activities of foreign policy commitment of the Government of the Republic of Indonesia and the help will be given to other countries, either in the form of Proposed Program and Request Program that is requested by other countries in need. The resulting design program can also form a cooperative program between the State, including cooperation in economics, engineering, culture, and science.
- Operational functions in this case the Technical Ministry has had a plan of development activities or sectors. Under the direction of national development policy objectives, set targets related to the Technical Ministry targets to be achieved in the preparation of program activities in each sector. Strategic and Operational Functions functions cooperate in identifying and determining the type of program operations in accordance with the needed program of activities to support the SSC work program.
- At the implementation level, a technical unit of the Ministry and the NGO/private role as the implementer of activities. Implementation of program activities to do in some form of activities, they are training, seminars, workshops, scholarships and so forth. Strategic functions in collaboration with the Operations function, the identification of the executors who have the necessary competence in the field. Executing party then do the design of activities in accordance with the expected output targets.

Based on the stage of preparation and implementation of program activities, the phase/stage of monitoring and evaluation activities can generally be described as in Figure 3.18. Phase stage of the process of monitoring and evaluation mechanisms conducted in accordance with the stage of the process of preparing the design program, to the stage of implementation and post-evaluation activities.

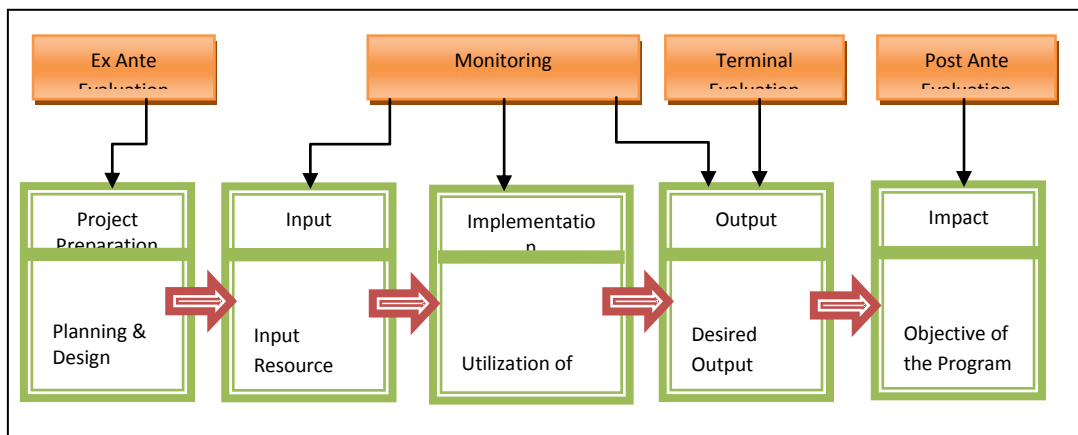


Figure 3.6. Stages of Monitoring and Evaluation Activities

Monitoring and evaluation activities is carried out during the pre-implementation, during implementation, completion, and post-implementation phase, when after the activity is completed.

- **Ex Ante Evaluation:** an evaluation of activities conducted before the activities are performed. At this stage, generally includes the planning and design of programs to be conducted. Evaluation is to review the suitability of the program to be developed with the goal to be achieved. This evaluation also includes consideration in the design program of the previous program evaluation results to see obstacles and improvements that need to be made
- **Monitoring:** an activity to monitor the implementation of the program activities. Monitoring is performed in the input stage of the determination of specifications and monitor the amount of resources required, then in the implementation phase is to monitor the allocation and use of resources, and in the output stage is to see the match between the desired output with the generated output
- **Terminal Evaluation:** evaluation conducted to assess the results of the activities implementation. The results of this assessment is used to measure how effective the program is in order to achieve the expected output. This assessment is carried out at the end of the program activities.
- **Post Ante Evaluation:** Evaluation is conducted after completion of the program activities. Evaluation conducted to assess the outcome and impact of program implementation activities. The results of these assessments is also to assess the effectiveness of the implementation of these activities in terms of achieving the desired outcomes and impacts.

Level	Institution	Focus	Guidance	Implementation Pra	Implementation Implementation	Implementation Post	Feedback
National Coord	National Coord ↔ Bappenas ↔ Line Ministry	- Relevance - Impact - Sustainability	- Foreign Diplomacy Policy - Economic & Trade Development Policy - South-South Partnership				
Sectoral	Line Ministry ↔ Implementing Agent	- Effectiveness - Sustainability - Outcome	- National Strategic Plan - Sectoral Plan - National Budget				
Implementation	Implementing Agent ↓ Project / Activity	- Output - Resource Utilization (Effectiveness & Efficiency)	- Sectoral Plan - Objectives of Program				

Figure 3.7. Level of Monitoring and Evaluation Implementation

The evaluation function is emphasized to make a substantive assessment of the Program/Activity that are implemented. At the outset, the evaluation can look at the level of Conformity (Relevance) and the effectiveness of a program/activity against the objectives to be achieved from the implementation of the program/activity is. In the final stage, evaluation is performed to confirm the initial stages of re-evaluation results with the results of the evaluation at a later stage, as well as identifying a number of issues and recommendations made settlement. The results of such identification would be very useful later, when it is used for the assessment of sustainability of a program/activity.

Evaluation table format shown in Appendix Table J to L

APPENDIX A : FLOWCHART OF MONITORING AND EVALUATION MECHANISM

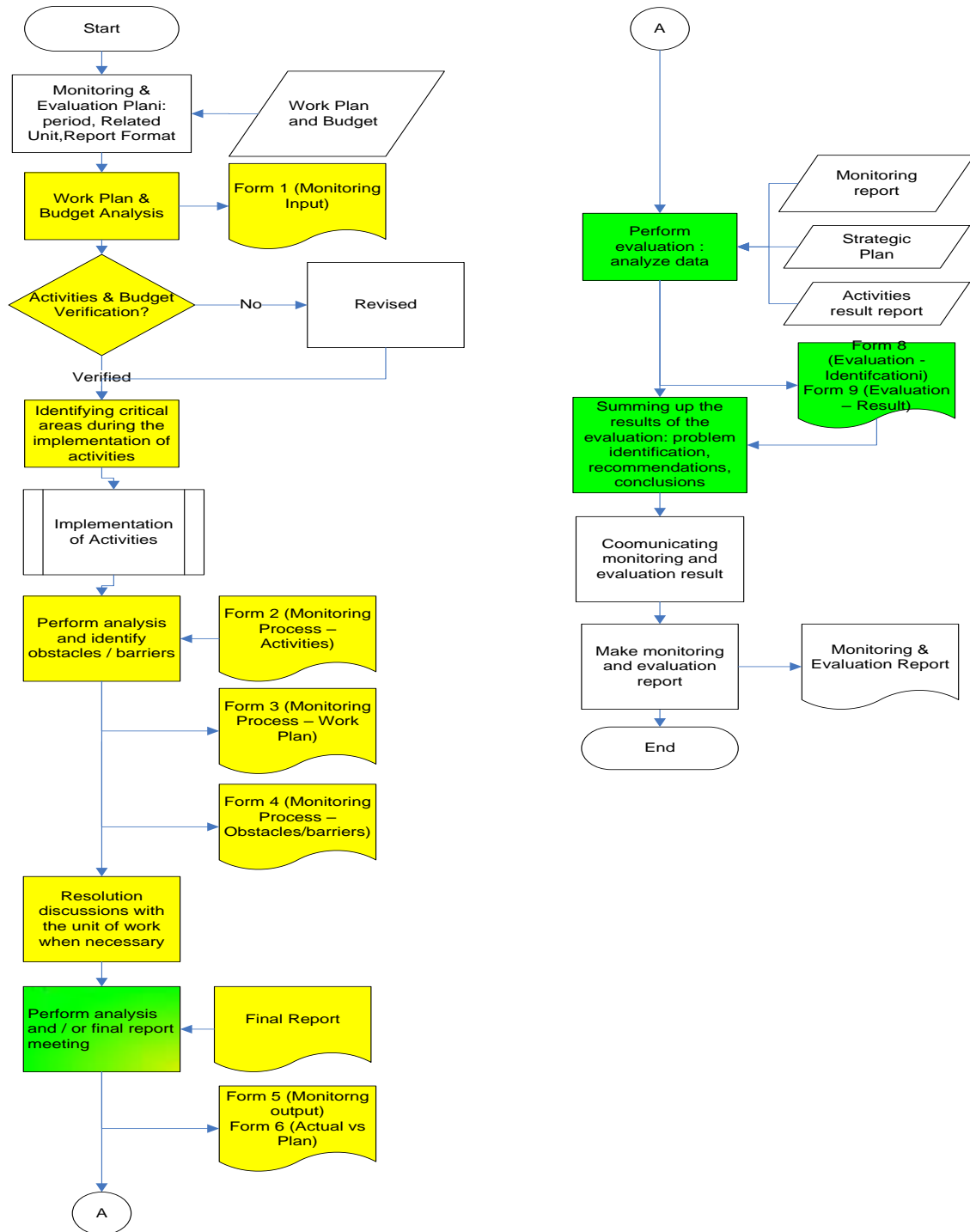


Figure 3.8. Flowchart of Monitoring and Evaluation Mechanism
Explanation : Yellow for monitoring while green for evaluation

Appendix B : Flowchart Of Monitoring Process

17. SOP For Monitoring Process (1)

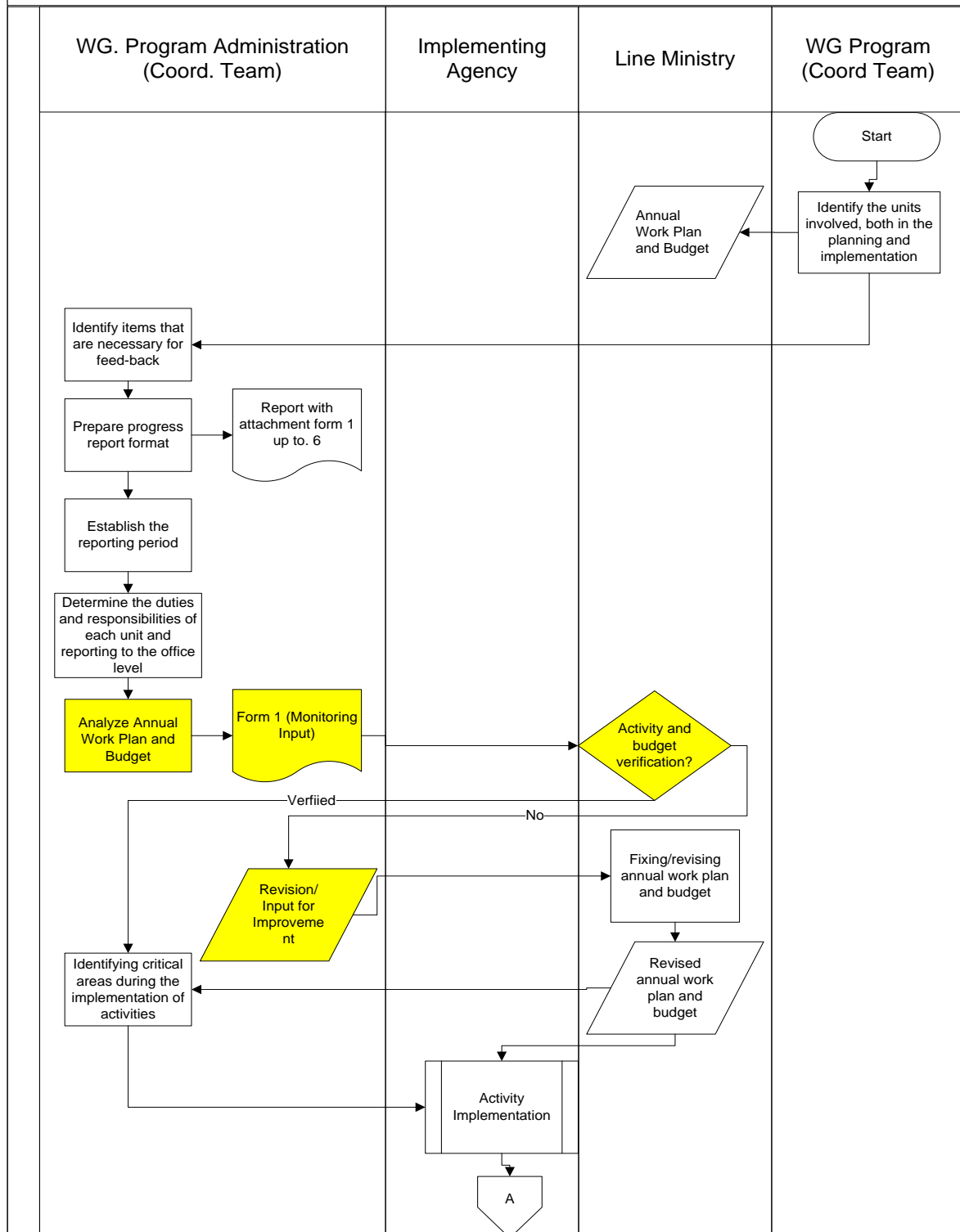


Figure 3.9. SOP for Monitoring Process

17. SOP for Monitoring Process (2)

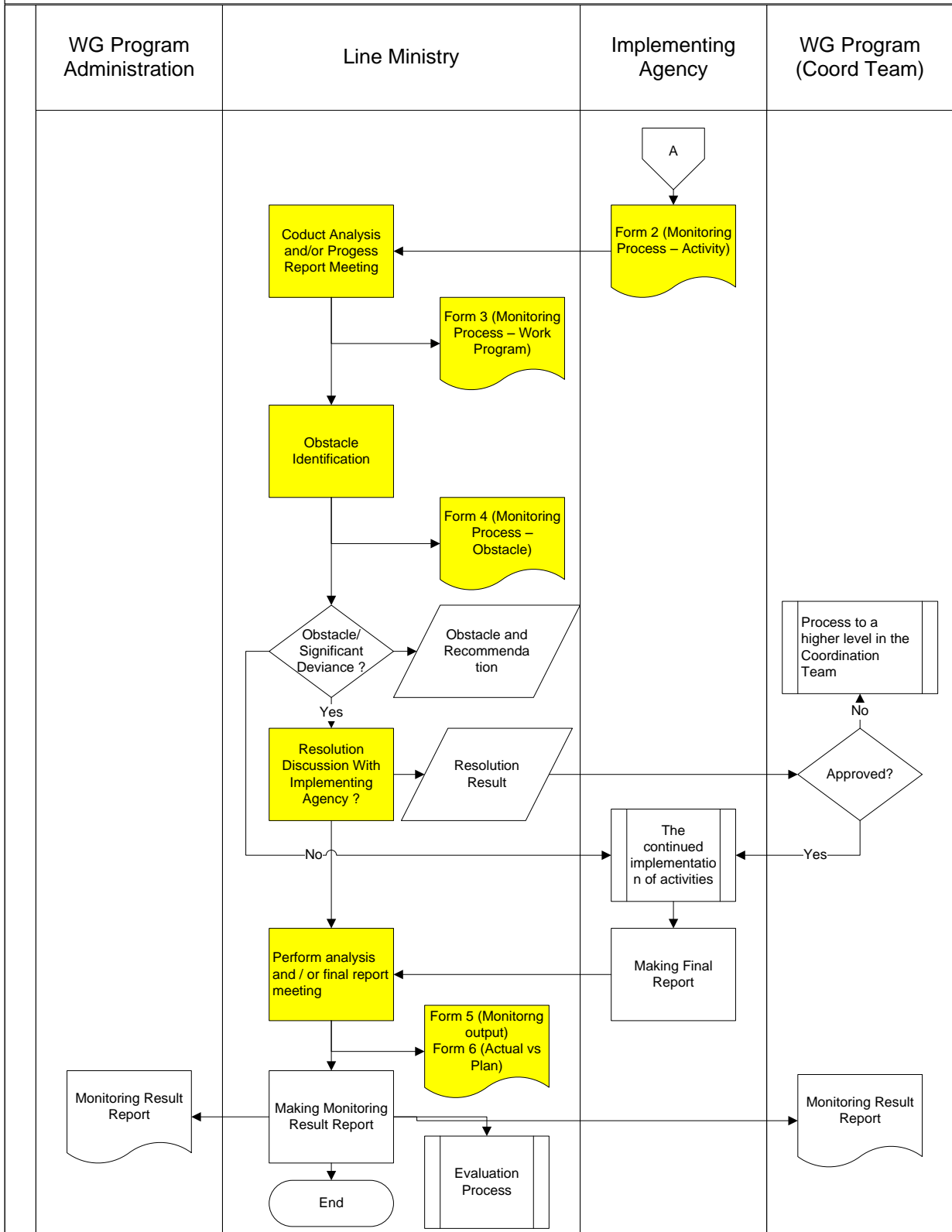


Figure 3.10. SOP for Monitoring Process

Explanation: Yellow shows important area in monitoring implementation

APPENDIX C : Flowchart Of Evaluation Process

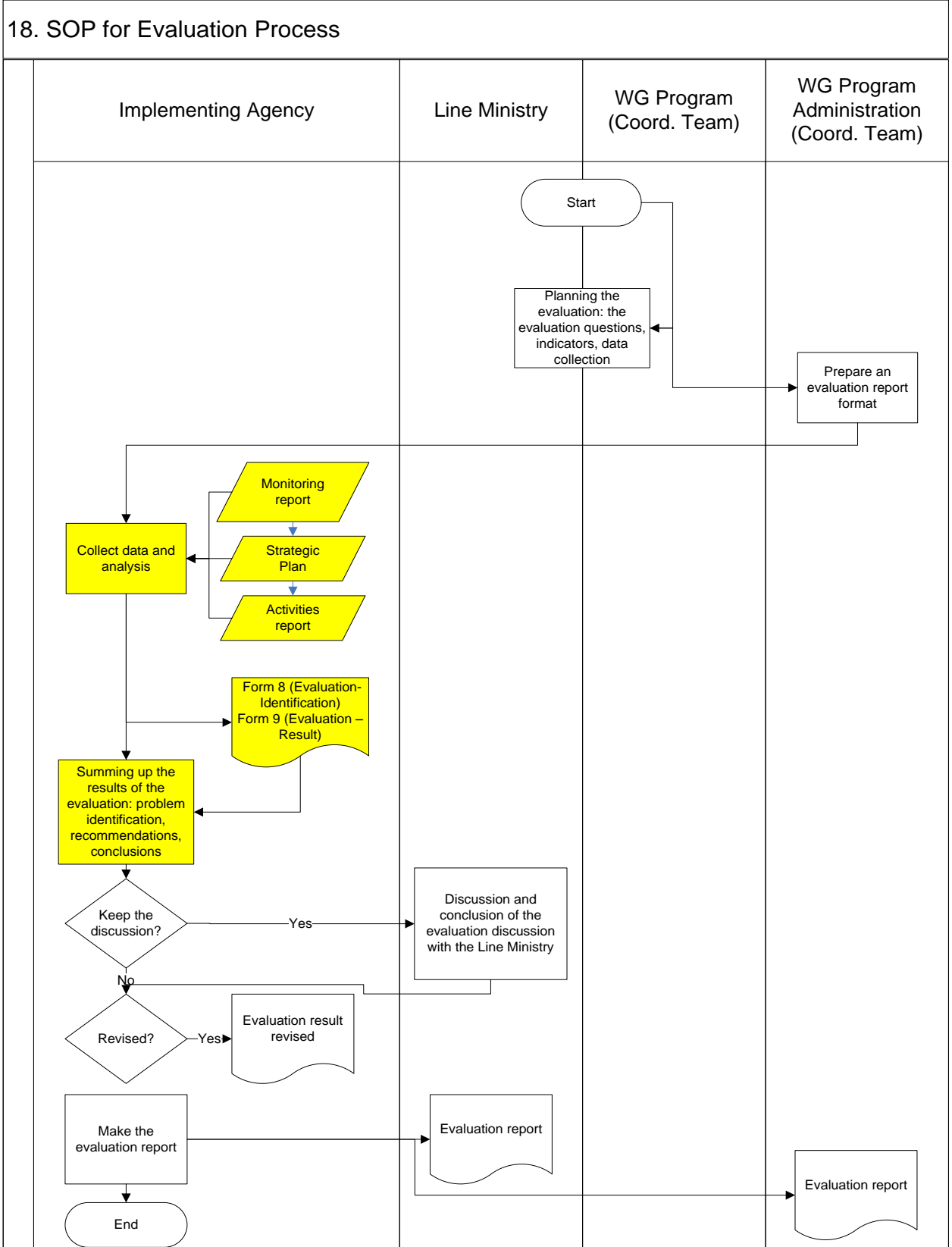


Figure 3.11. SOP for Evaluation Process

Appendix D: Form 1 (Monitoring Table – Input Aspect)

No	Program / Activities	Executor		Number of Work Unit	Budget	Time	
		number	qualification			Start	End
1							
2							
3							
4							
5							

Appendix E : Form 2 (Monitoring – Process Aspect)

No	Program	Gantt Chart												Actual Time (time to date)		Actual Budget		
		1	2	3	4	5	6	7	8	9	10	11	12	Week	%	Rp	%	
1	Program A	■	√	√	√	-	-	-	☒									
2	Program B	■	√	√	√	-	☒											
3	Program C			■	√	√	-	-	-	-		☒						
4																	
5																	

Keterangan :

- : mulai
- √ : sudah dilaksanakan
- : belum dilaksanakan
- ☒ : selesai

Appendix F : Form 3 (Monitoring – Process Aspect)

Program Name :

Executor Unit :

No	Description of implementation activities	Gantt Chart												Actual Time (time to date)		Actual Budget		
		1	2	3	4	5	6	7	8	9	10	11	12	Minggu	%	Rp	%	
1		■	√	√	√	-	-	-	☒									
2		■	√	√	√	-	☒											
3				■	√	√	-	-	-	-		☒						
4																		
5																		

Keterangan :

- : mulai
- √ : sudah dilaksanakan
- : belum dilaksanakan
- ☒ : selesai

Appendix G : Form 4 (Monitoring – Process Aspect)

No	Program Name	Obstacles/barriers	Proposed Follow-Up

Appendix H : Form 5 (Monitoring – Output Aspect)

No	Program / Activities	Report			Budget		Actual Time		Work Unit Realization
		Type	Number	%	Rp	%	Start	End	
1									
2									
3									
4									

Appendix I : Form 6 (Monitoring – Actual vs Plan)

No	Program/Activities	Executor			
		Qualification	Number		
			Plan	Actual	%

Appendix I : Form 7 (Monitoring – Actual vs Plan)

No	Program/Activities	Budget			
		Plan	Actual	%	Balance

Appendix I : Form 8 (Monitoring – Actual vs Plan)

No	Program/Activities	Schedule			
		Plan		Actual	
		Start	End	Start	End

Appendix I : Form 9 (Monitoring – Actual vs Plan)

No	Program/Activities	Number of Work Unit		
		Plan	Actual	%

Appendix I : Form 10 (Monitoring – Actual vs Plan)

No	Program/Activities	Report			
		Type	Number		
			Plan	Actual	%

Appendix J : Form 11 (Evaluation – Question List)

No.	Indicator	Question	Score				Comment
			1	2	3	4	
1.	Relevance	Whether the activity is relevance with the purpose of SSC?	1	2	3	4	
2.		Whether the activity is relevance with the objective of SSC?	1	2	3	4	
3.		Whether the activities is relevance with the executor job description?	1	2	3	4	
4.	Effectivity	Whether the implementation of SSC follow the SSC SOP?	1	2	3	4	
5.		Whether the activities effectively achieve stated purpose & objective?	1	2	3	4	
6.		Whether the activities meets the needs of beneficiary country?	1	2	3	4	
7.	Impact	Whether the activities carried out can have a positive impact on relations between the two countries?	1	2	3	4	

Appendix J : Form 11 (Evaluation – Question List)

No.	Indicator	Question	Score				Comment
			1	2	3	4	
8.	Impact	Do the activities help develop the capacity and capability of the beneficiary country?	1	2	3	4	
9.		Whether the activity can improve quality of life of the beneficiary country?	1	2	3	4	
10.							
11.	Sustainability	Whether the activity is related to other activities?	1	2	3	4	
12.		Whether it can be done / developed / lowered into the other activities in the coming period?	1	2	3	4	

Appendix K : Form 12 (Evaluation – Scoring Parameter)

Indicator	Question	Score	Comment
Relevance	Whether the activity is relevance with the purpose of SSC?	1	Not relevance
		2	Less relevance
		3	Quite relevance
		4	Fully relevance
	Whether the activity is relevance with the purpose of SSC?	1	Not relevance
		2	Less relevance
		3	Quite relevance
		4	Fully relevance
	Whether the activities is relevance with the executor job description?	1	Not relevance
		2	Less relevance
		3	Quite relevance
		4	Fully relevance

Appendix K : Form 12 (Evaluation – Scoring Parameter)

Indicator	Question	Score	Comment
Effectivity	Whether the implementation of SSC follow the SSC SOP?	1	Not follow the SSC SOP
		2	Less follow the SSC SOP
		3	Quite follow the SSC SOP
		4	Fully follow the SSC SOP
	Whether the activities effectively achieve stated purpose & objective?	1	Not effectively achieve stated purpose & objective
		2	Less effectively achieve stated purpose & objective
		3	Quite effectively achieve stated purpose & objective
		4	Fully effectively achieve stated purpose & objective
	Whether the activities meets the needs of beneficiary country?	1	Not meets the needs of beneficiary country
		2	Less meets the needs of beneficiary country
		3	Quite meets the needs of beneficiary country
		4	Fully meets the needs of beneficiary country

Appendix K : Form 12 (Evaluation – Scoring Parameter)

Indicator	Question	Score	Comment
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Impact	Whether the activities carried out can have a positive impact on relations between the two countries?	1	Didn't have a positive impact on relations between the two countries
		2	Less positive impact on relations between the two countries
		3	Quite have a positive impact on relations between the two countries
		4	Fully have a positive impact on relations between the two countries
	Do the activities help develop the capacity and capability of the beneficiary country?	1	Didn't help develop the capacity and capability of the beneficiary country
		2	Less help develop the capacity and capability of the beneficiary country
		3	Quite help develop the capacity and capability of the beneficiary country
		4	Fully help develop the capacity and capability of the beneficiary country

Appendix K : Form 12 (Evaluation – Scoring Parameter)

Indicator	Question	Score	Comment
Impact	Whether the activity can improve quality of	1	Can't improve quality of life of the beneficiary country

Explanation :
 R : Relevance
 E : Effectivity
 I : Impact
 S : Sustainability

Instructions:

- a. Give a score for the column Reis based on the average of the score of each question are included in the indicator
- b. The mean total score obtained by each question divided by the number of questions included in the indicator
- c. If the score below 2.5 is necessary to identify the problem of evaluator, and recommendations for follow-up required

Appendix L : Form 14 (Evaluation – Calculation and Summary)

No	Factor	Points	Criteria	Notes
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1	Relevance	Evaluate the relevance of the development requirements at the time of measurement and at the moment, and for consistency with policy development	<ul style="list-style-type: none"> a. Consistent with the policies / requirements b. Slightly inconsistent with the policies / requirements c. It is not consistent with the policies / requirements 	
2	Effectivity (Impact)	Compare actual vs plan	<ul style="list-style-type: none"> a. 80% more in accordance with the planning b. 50% percent are in accordance with the plan, but still less than 80% c. Less than 50% in accordance with the planning 	Consider many factors in evaluating the effectiveness of the implementation of activities based on effectiveness of major indicator
3	Efficiency	Evaluation based on the input (duration and cost) required to produce output	<ul style="list-style-type: none"> a. Period of Implementation Activities <ul style="list-style-type: none"> - 100% or less than 100% in accordance with the plan (point 3) - 100% to 150% more than the plan (point 2) - Above 150% more than the plan (point 1) b. Cost <ul style="list-style-type: none"> - 100% or less than 100% in accordance with the plan (point 3) - 100% to 150% more than the plan (point 2) - Above 150% more than the plan (point 1) <ul style="list-style-type: none"> ▸ Getting the value of "a" if the sum of a + b = 6 ▸ Getting the value of "b" if the sum of a + b = 4-5 ▸ > Getting the value of "c" if the sum of a + b = 2-3 	If there is a change in the output (output), then the rating for a period of implementation of activities and costs will be changed by the adjustments
No	Factor	Points	Criteria	Notes

4	Sustainability	Evaluation of sustainability based on financial aspects, technical capacity, as well as system management and operation	<ul style="list-style-type: none"> a. Sustainability is very high b. There is no major problem c. There are major problems that need to be considered when evaluating 	Give the value of "c" if the implementation of obligations incurred exceed the assets, financial difficulties, and so on.
5	Total Scor	Shows the overall score		

Overall score : using the flowchart below, overall score in this flowchart divided into 4 level;

- A : Highly Satisfactory
- B : Satisfactory
- C : Moderately Satisfactory
- D : Unsatisfactory

Appendix L : Form 15 (Evaluation – Calculation and Summary)

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Japan International Cooperation Agency
National Coordination Team of South-South Cooperation

**THE PREPARATORY STUDY FOR INSTITUTIONAL
ARRANGEMENT OF SOUTH-SOUTH COOPERATION**

**THE FLOWCHARTS OF STANDARD OPERATING PROCEDURES
FOR SOUTH-SOUTH COOPERATION**

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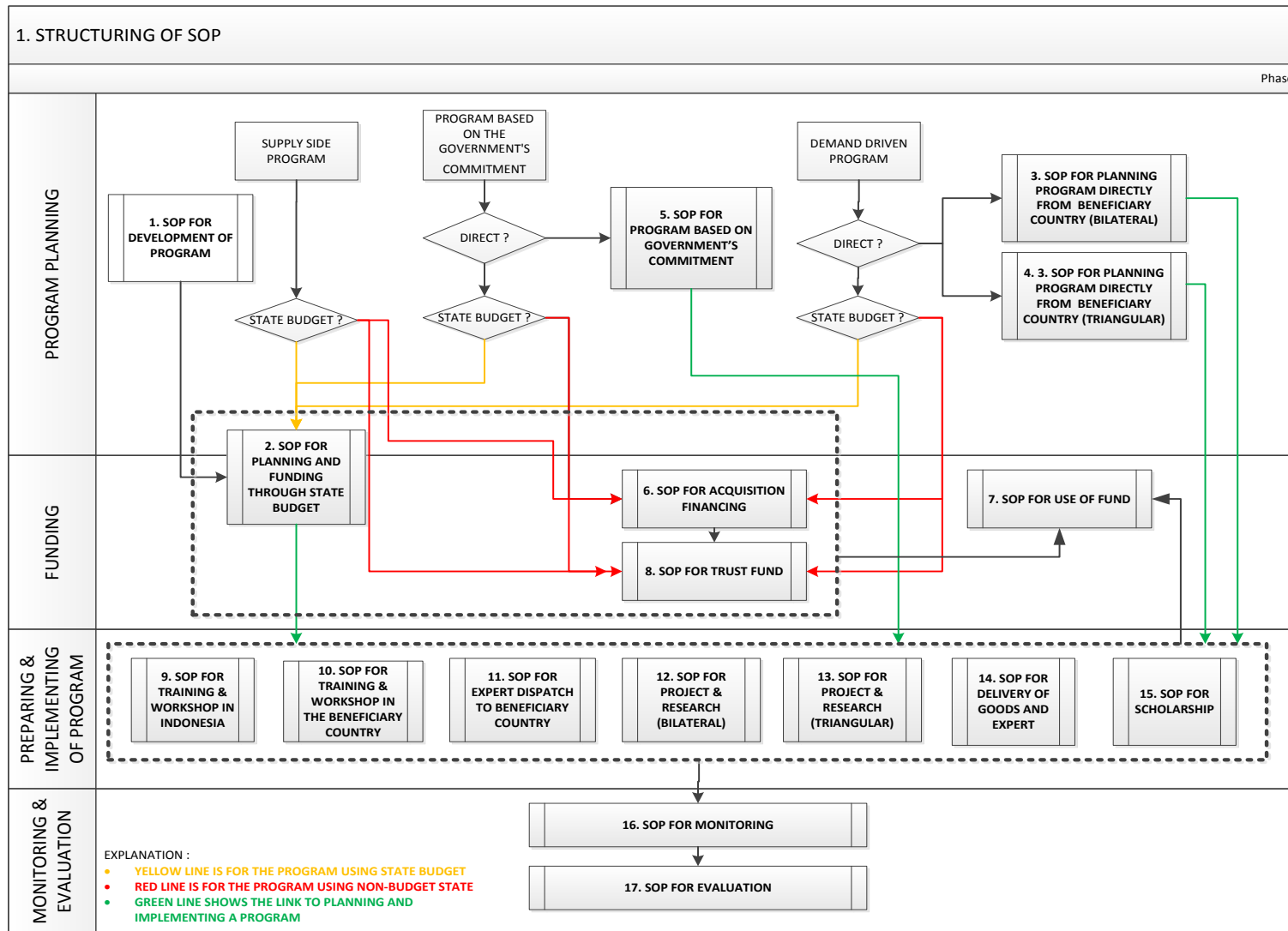


Figure 1. Structuring of SOP

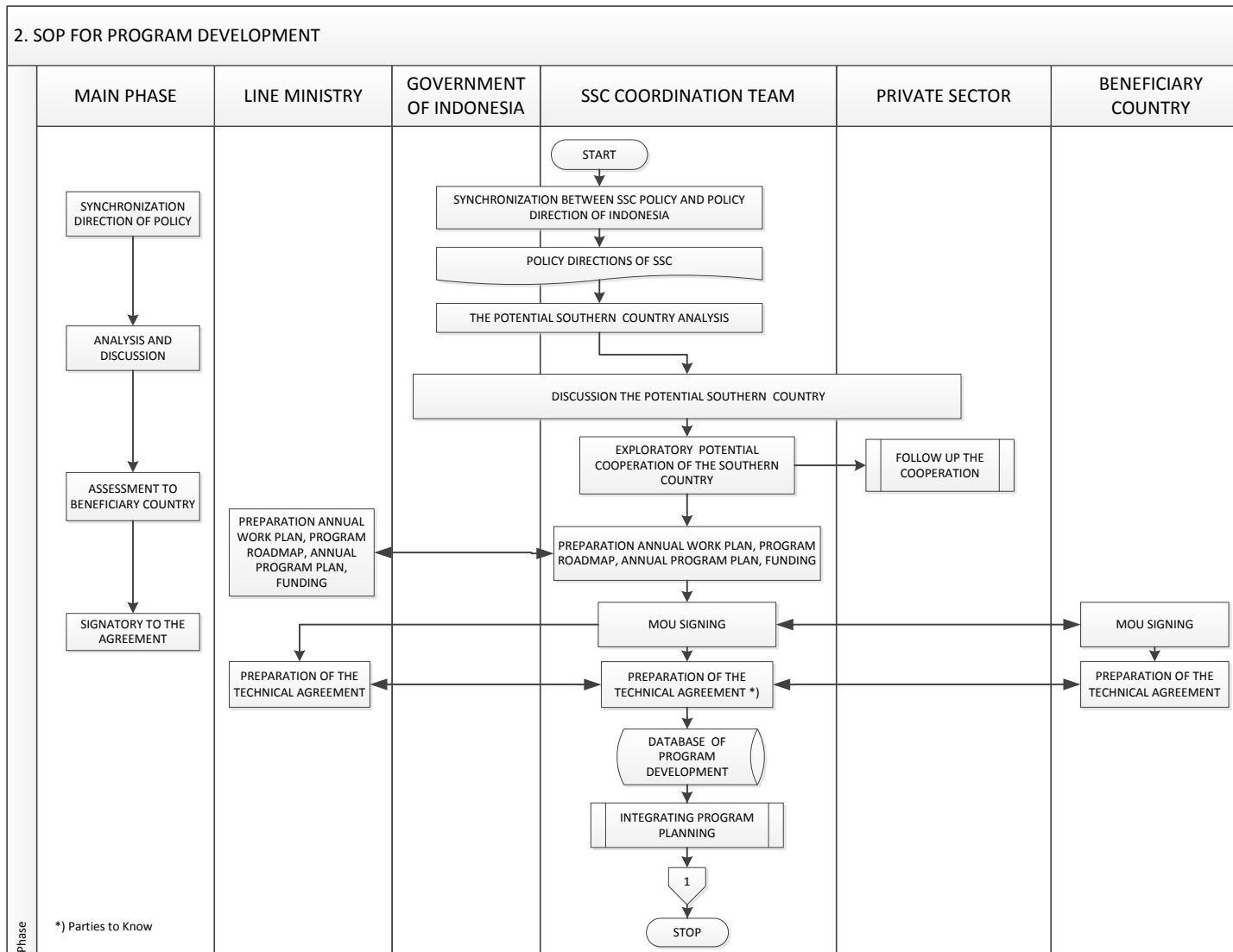


Figure 2. SOP for Program Development

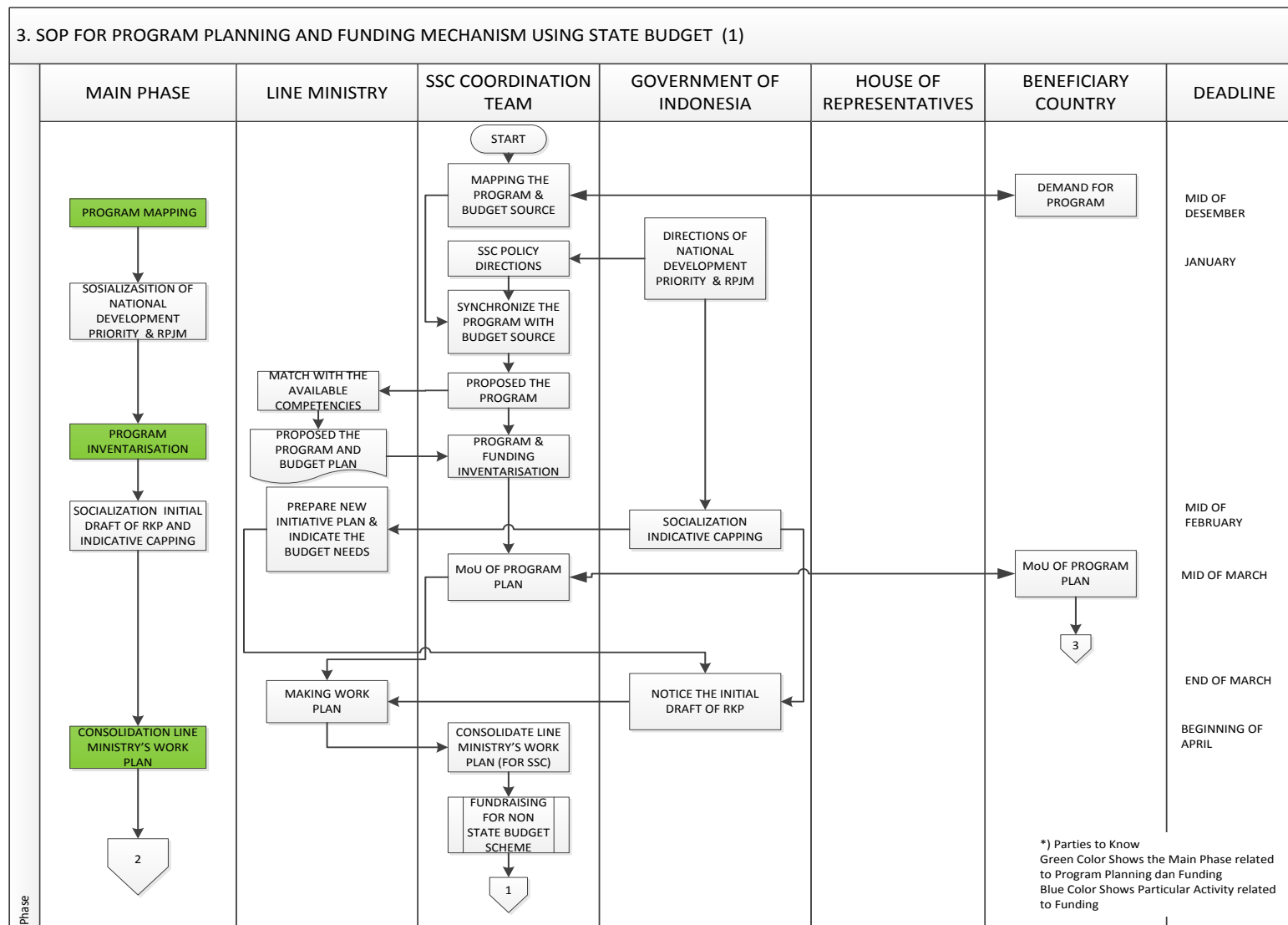


Figure 3.A. SOP for Program Planning and Funding Mechanism Using State Budget (1)

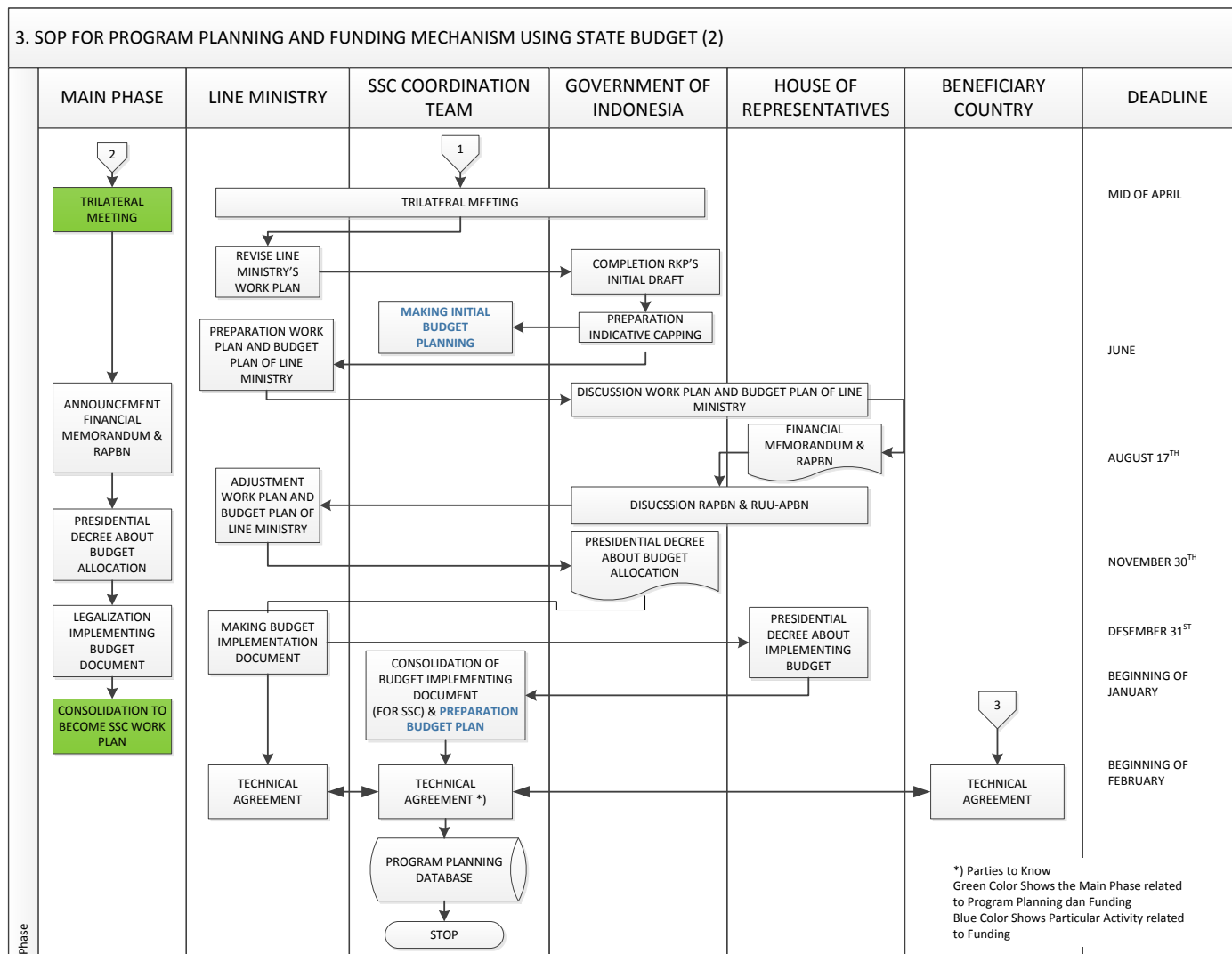


Figure 3.B. SOP for Program Planning and Funding Mechanism Using State Budget (2)

4. SOP FOR DEMAND DRIVEN PROGRAM FROM BENEFICIARY COUNTRY (BILATERAL)

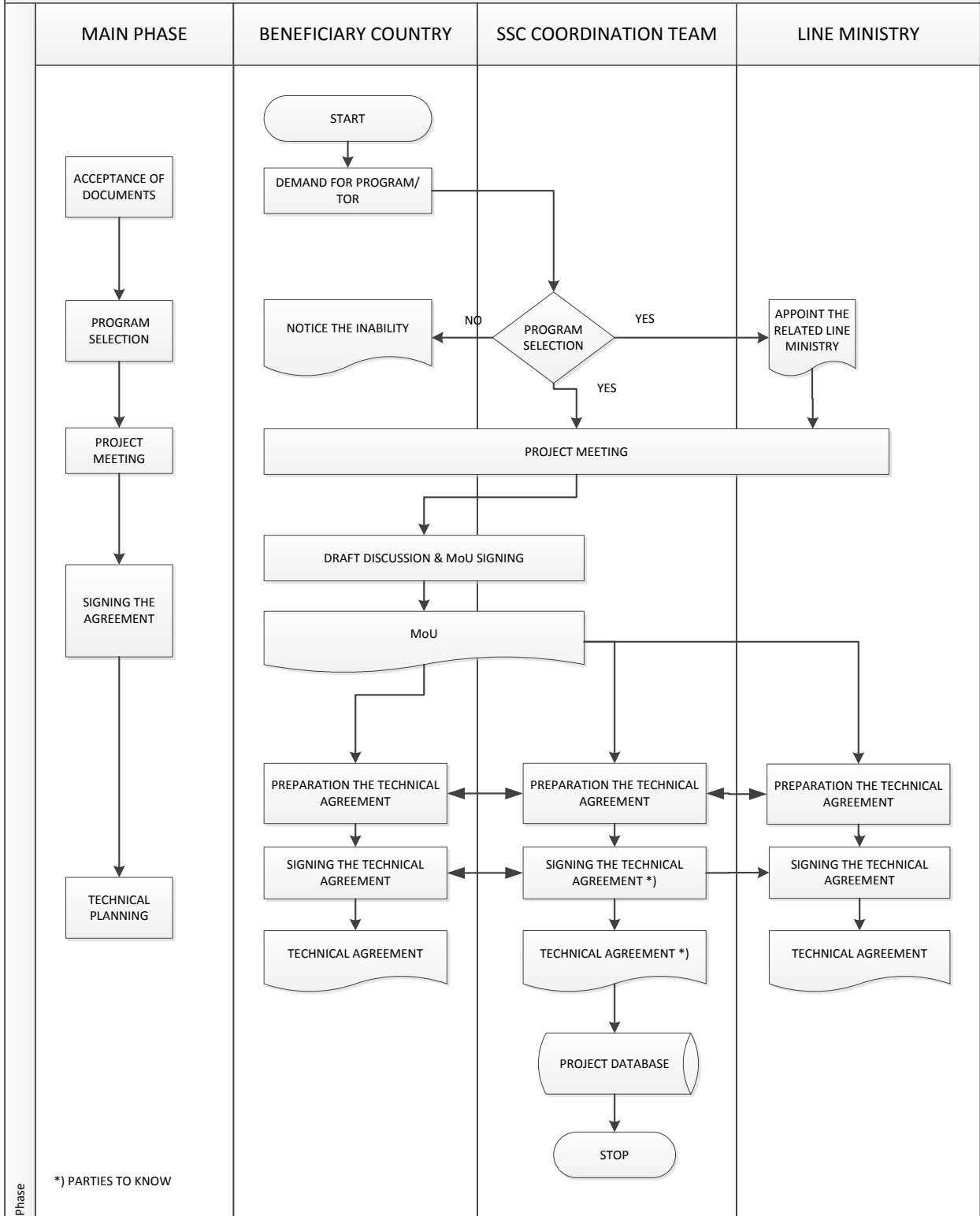


Figure 4. SOP for Demand Driven Program from Beneficiary Country (Bilateral)

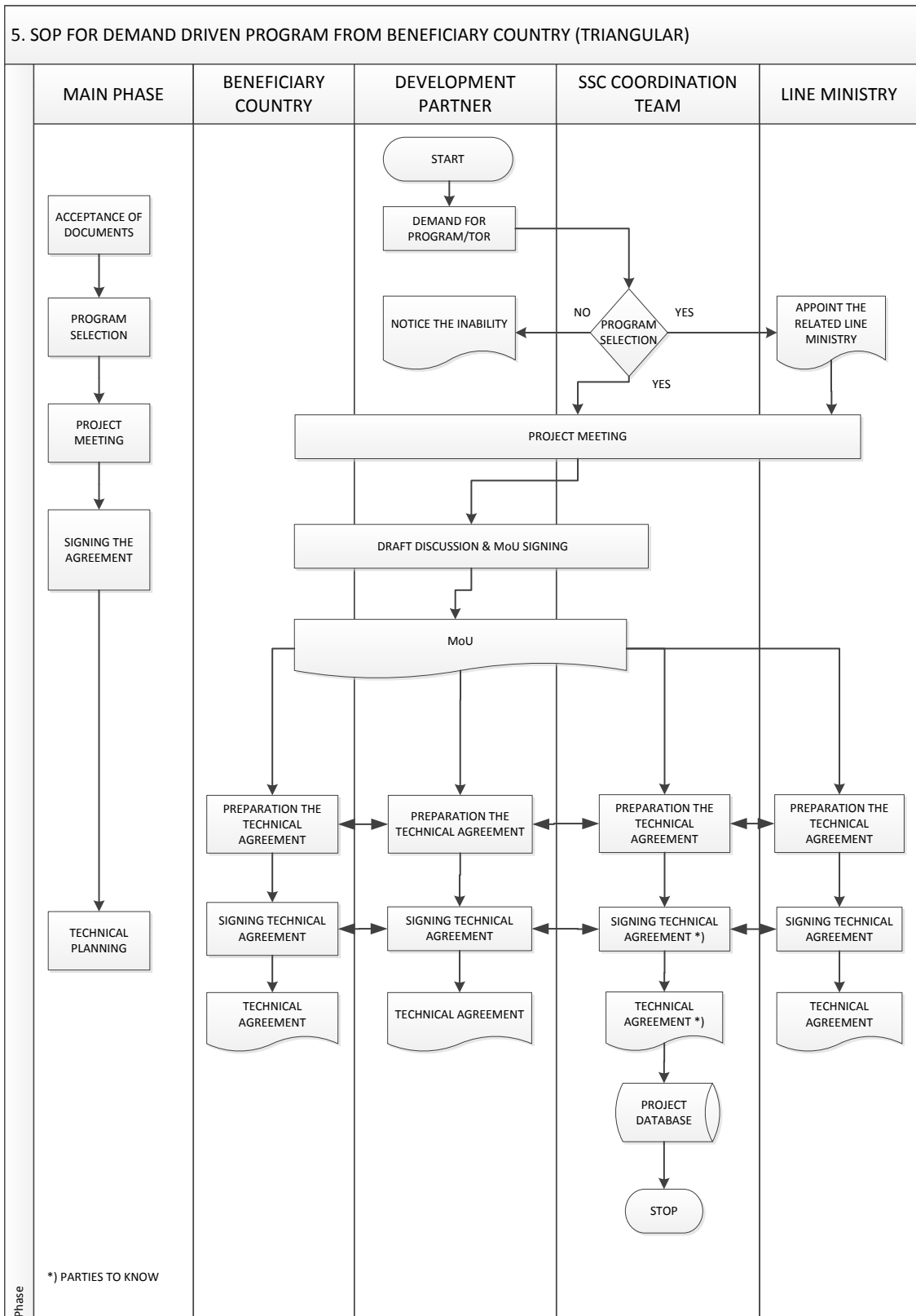


Figure 5. SOP for Demand Driven Program from Beneficiary Country (Triangular)

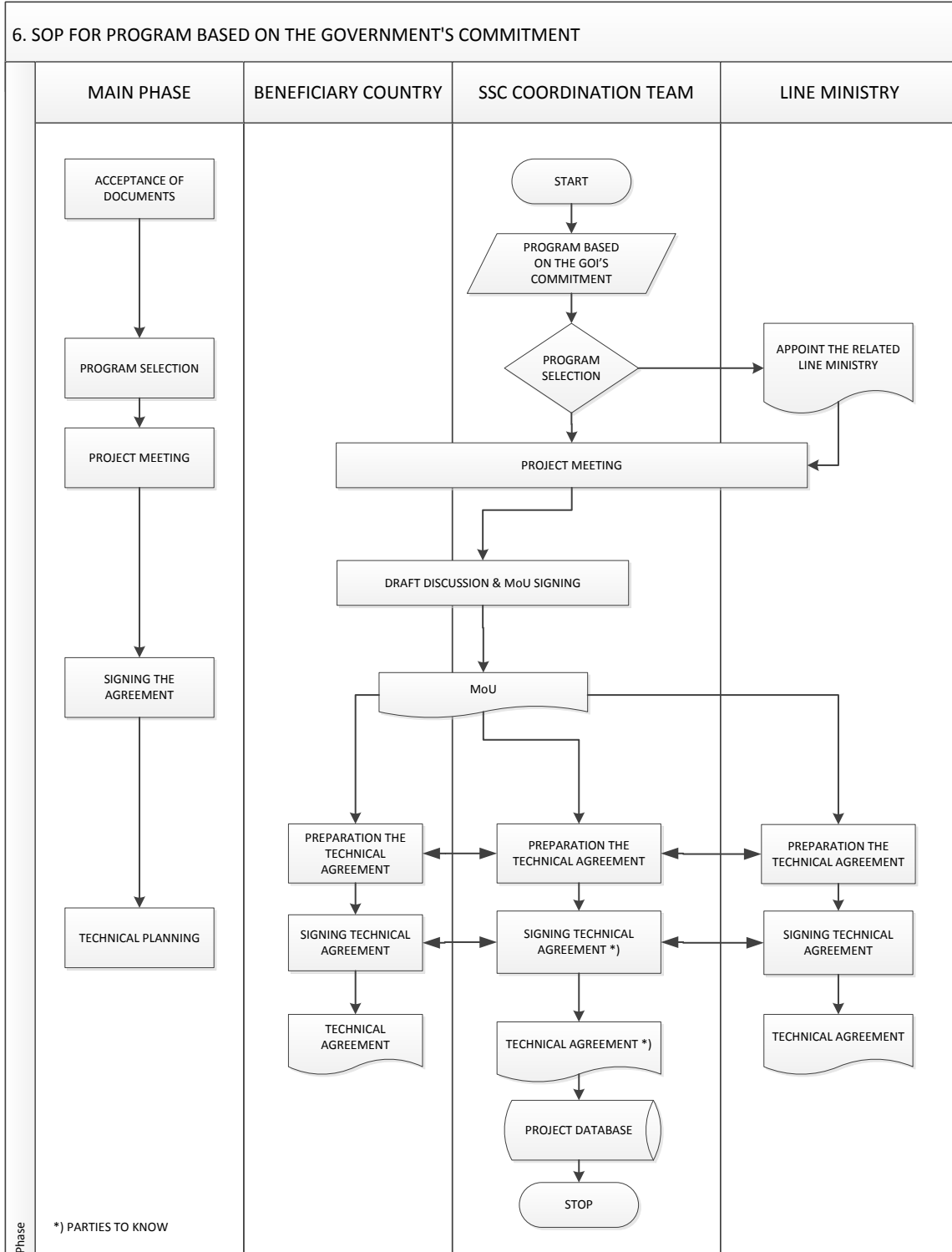


Figure 6. SOP for Program Based on Government Commitment

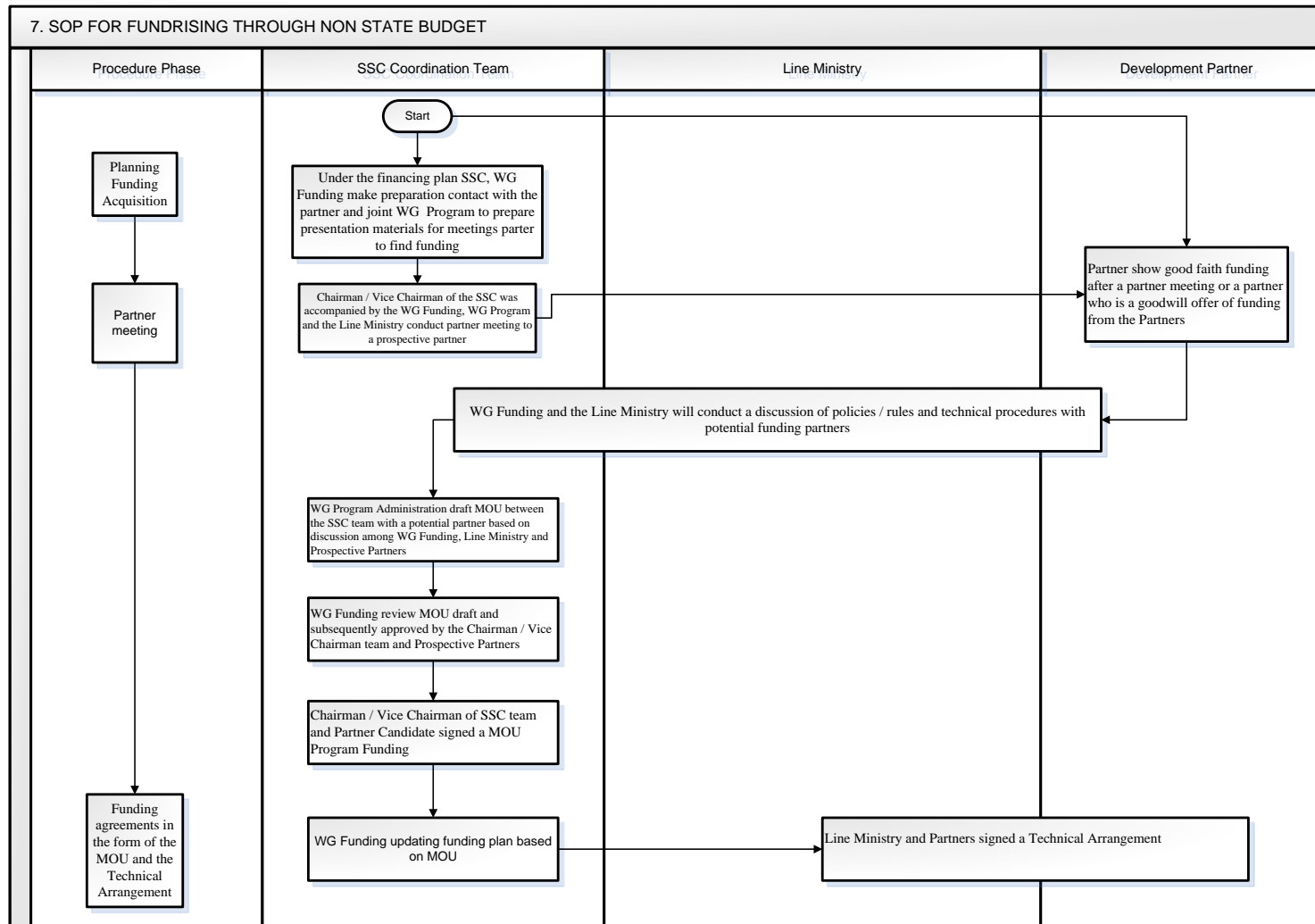


Figure 7. SOP for Fundraising through Non-State Budget

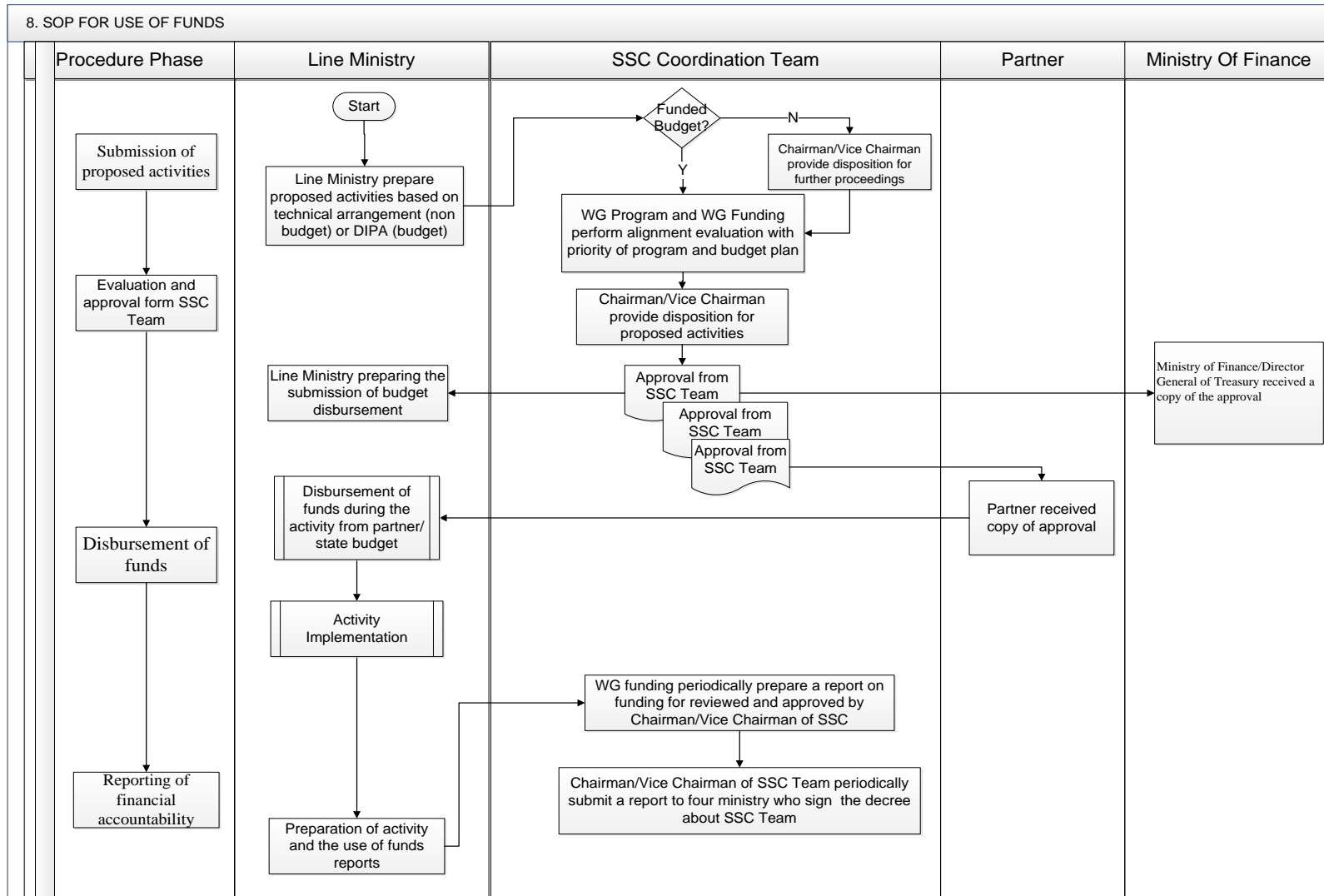


Figure 8. SOP for Use of Funds

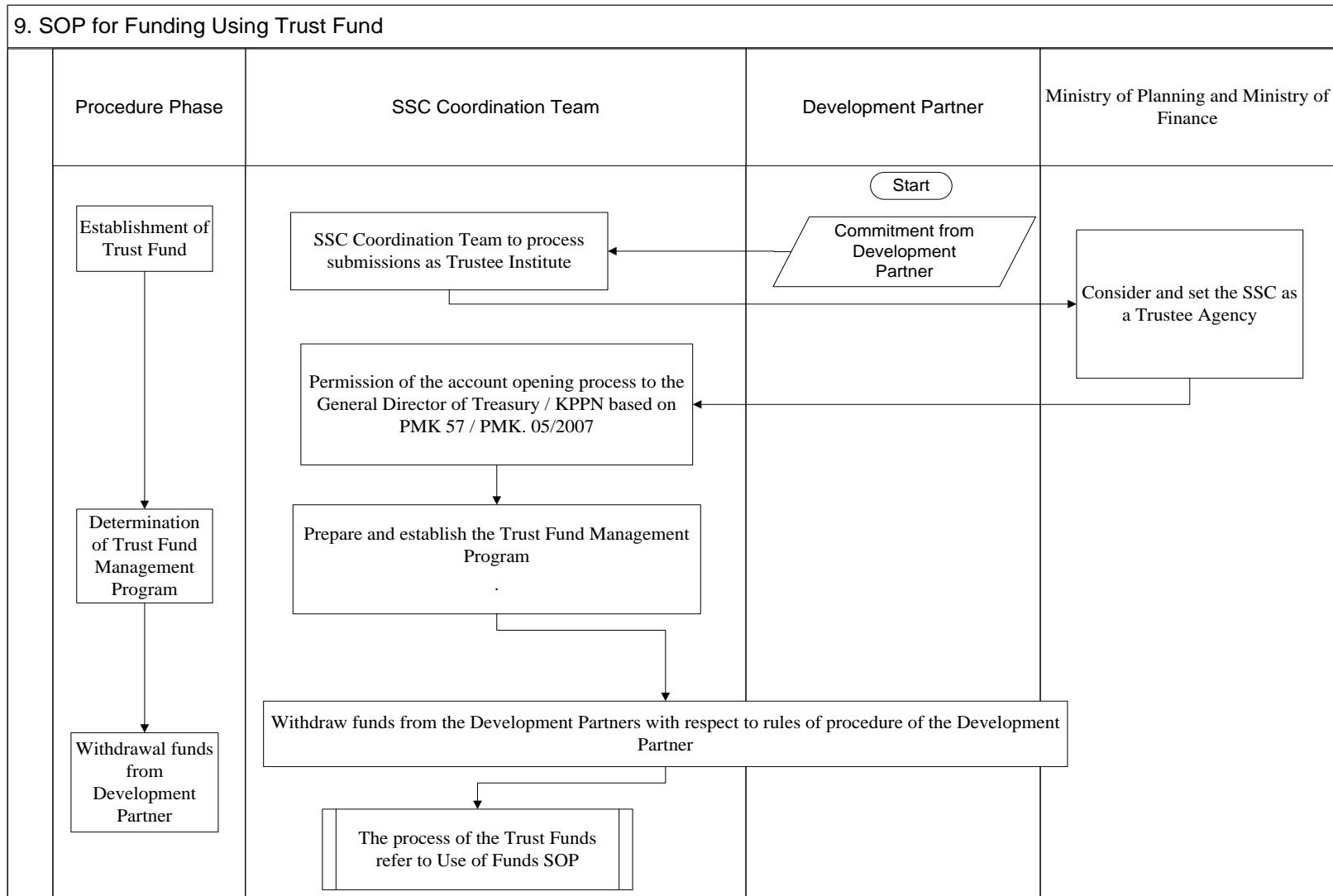


Figure 9. SOP for Funding Using Trust Fund

10. SOP for Preparation and Implementation of Knowledge Sharing In Indonesia (Training & Workshop)

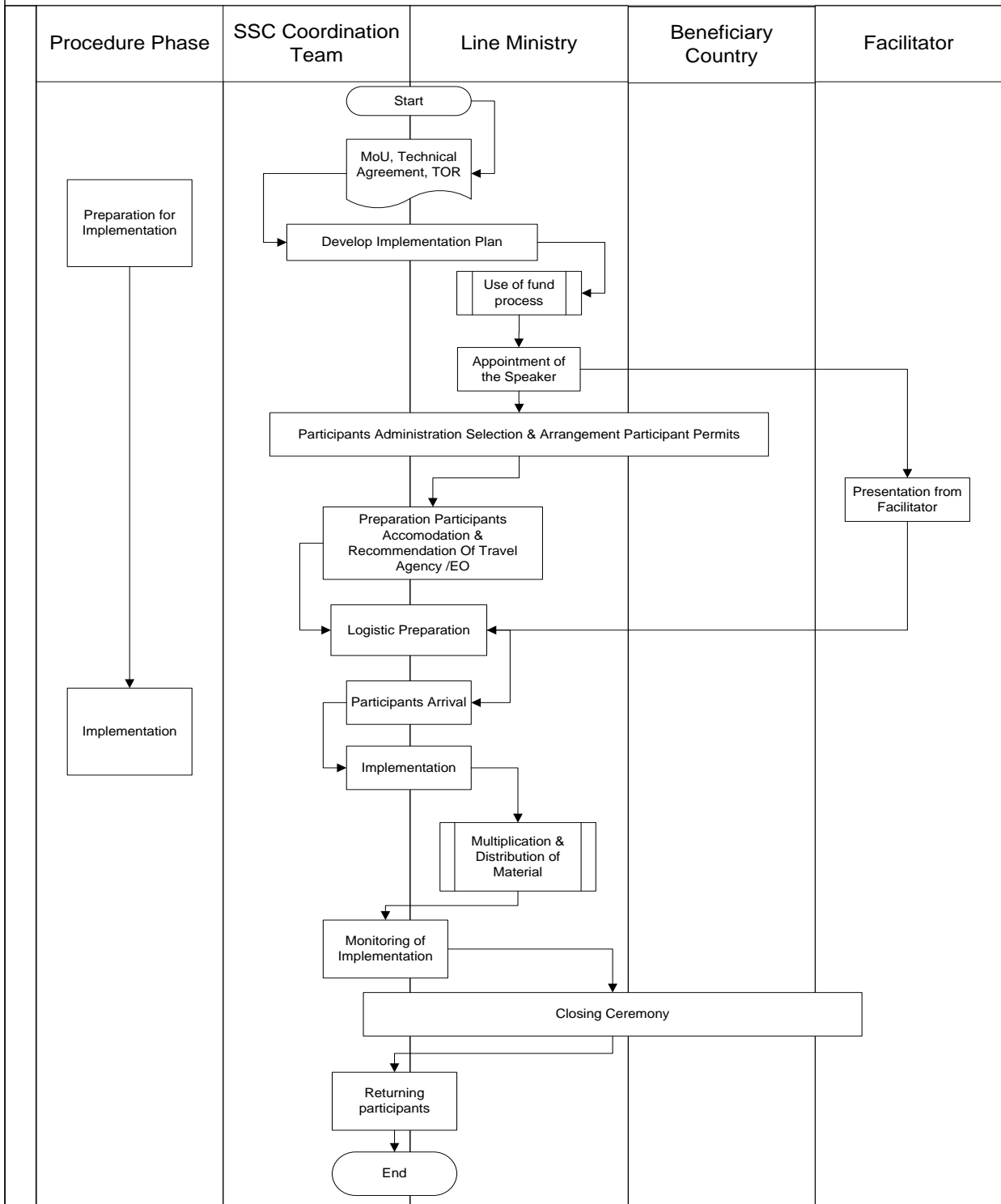


Figure 10. SOP for Preparation an Implemantation of Knowledge Sharing in Indonesia (Training & Workshop)

11. SOP Preparation and Implementation of Knowledge Sharing in Beneficiary Country

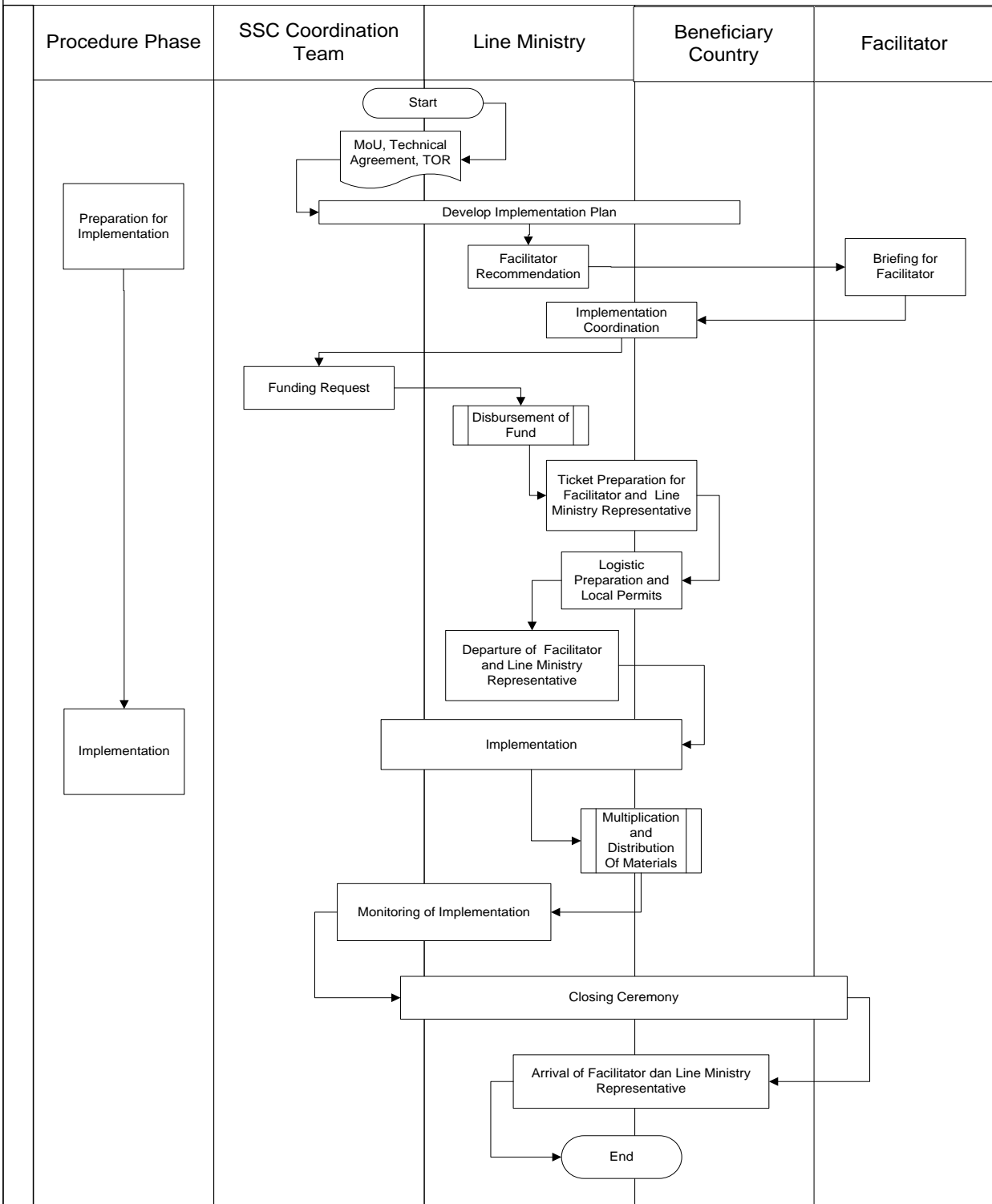


Figure 11. SOP for Preparation and Implementation of Knowledge Sharing in Beneficiary Country (Training & Workshop)

12. SOP for Preparation and Implementation Expert Dispatch to Beneficiary Country

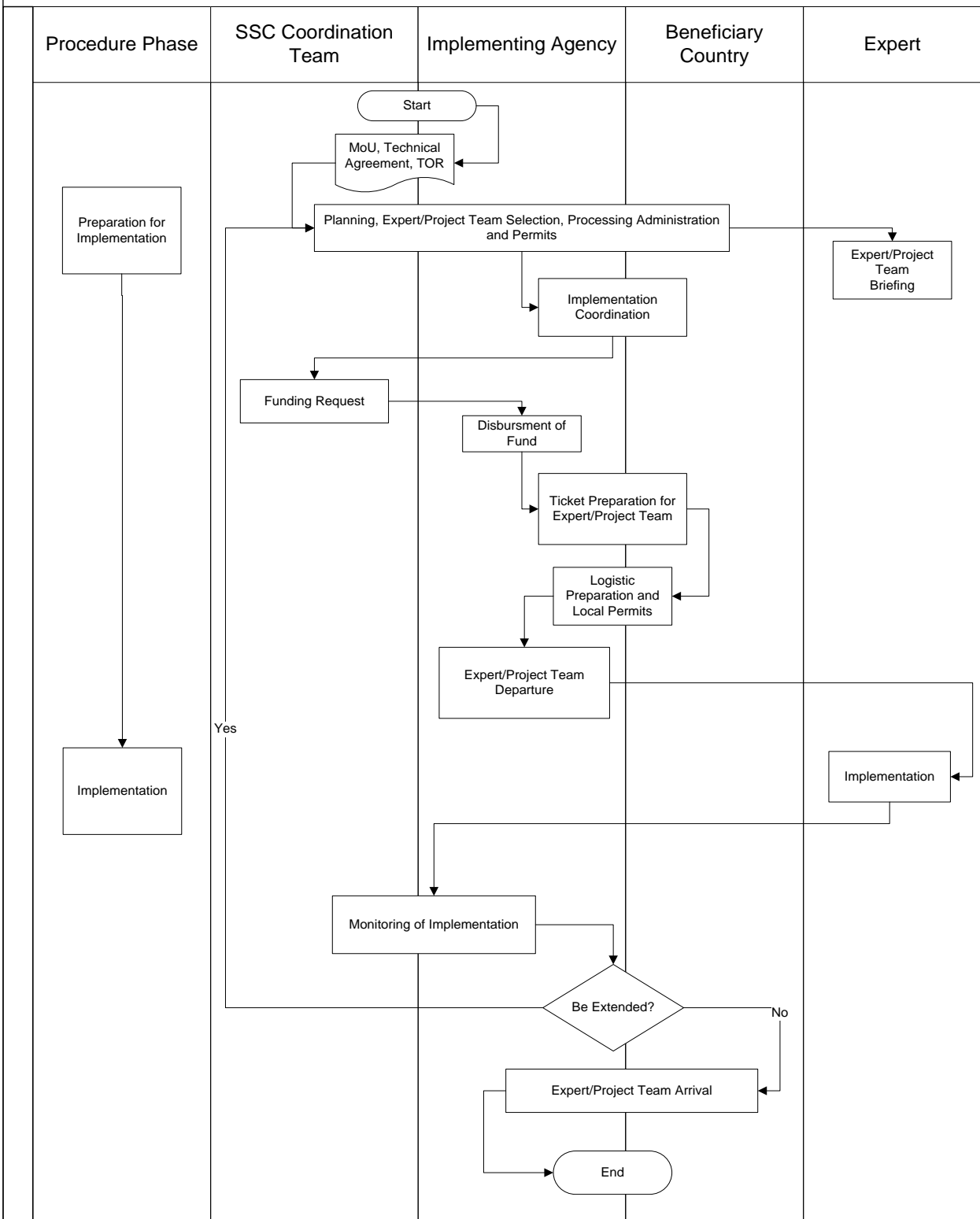


Figure 12. SOP for Preparation and Implementation Expert Dispatch to Beneficiary Country

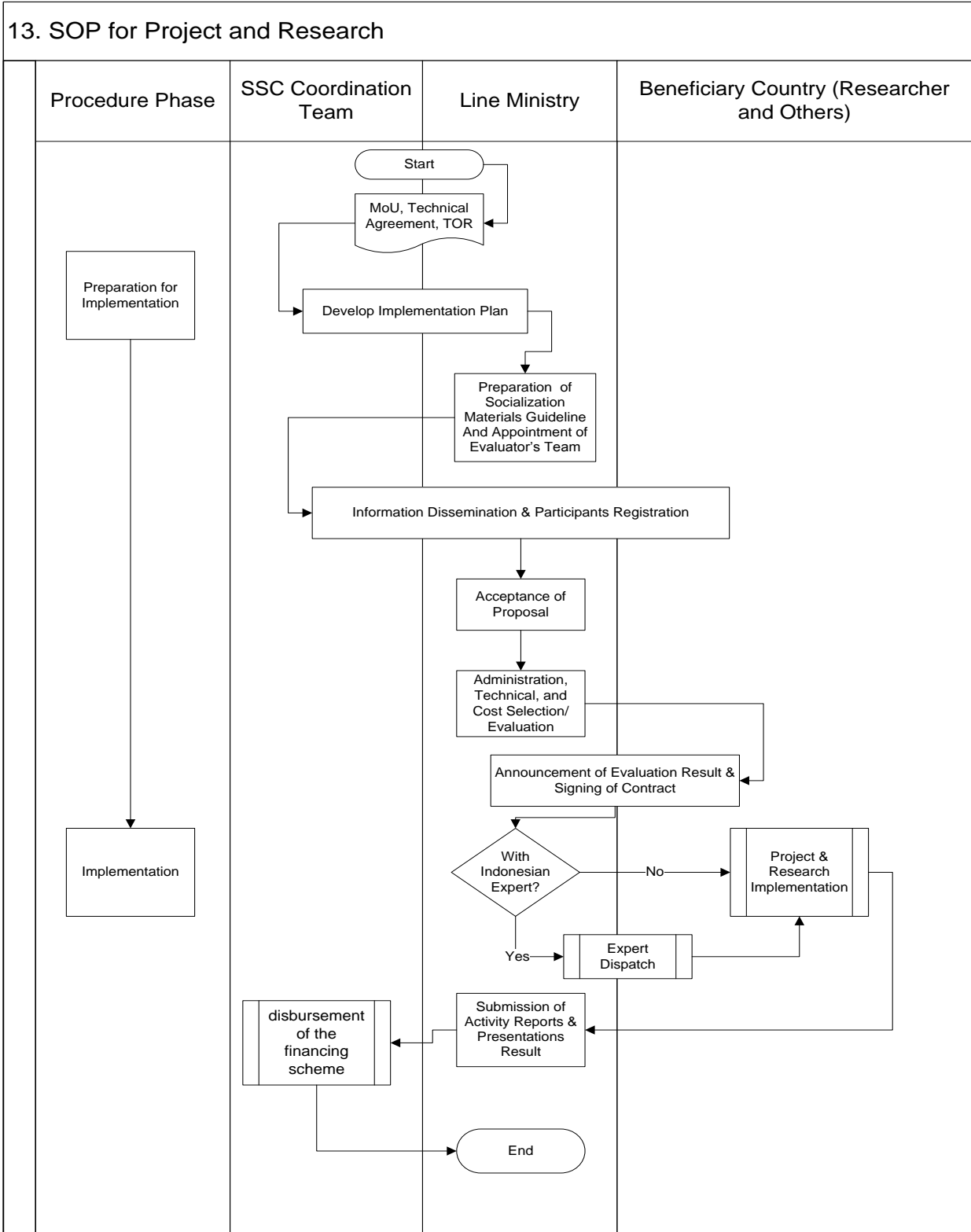


Figure 13. SOP for Project and Research (Bilateral)

14. SOP for Project and Research (Triangular)

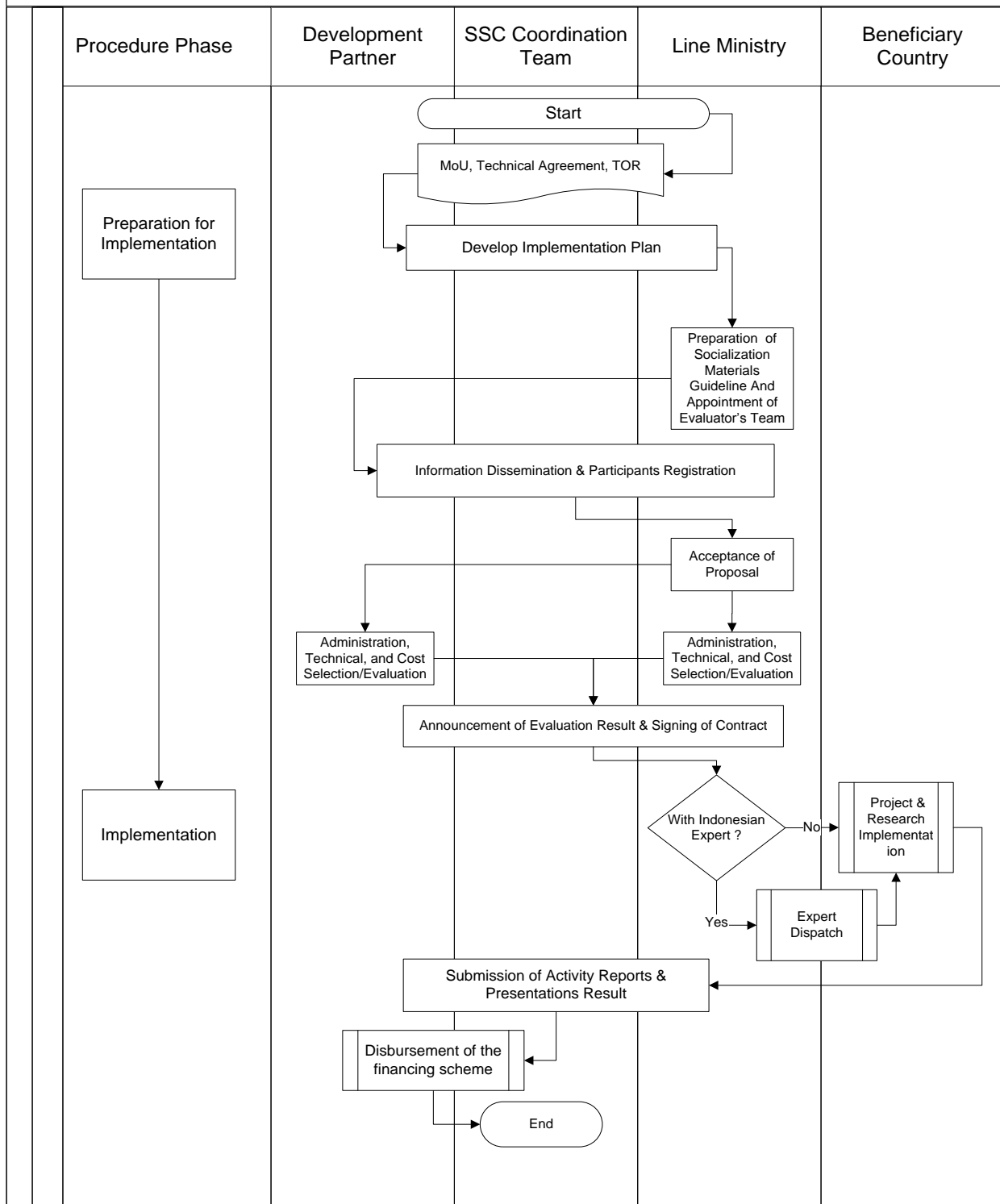


Figure 14. SOP for Project and Research (Triangular)

15. SOP for Implementing Delivery of Goods and Experts Assignment

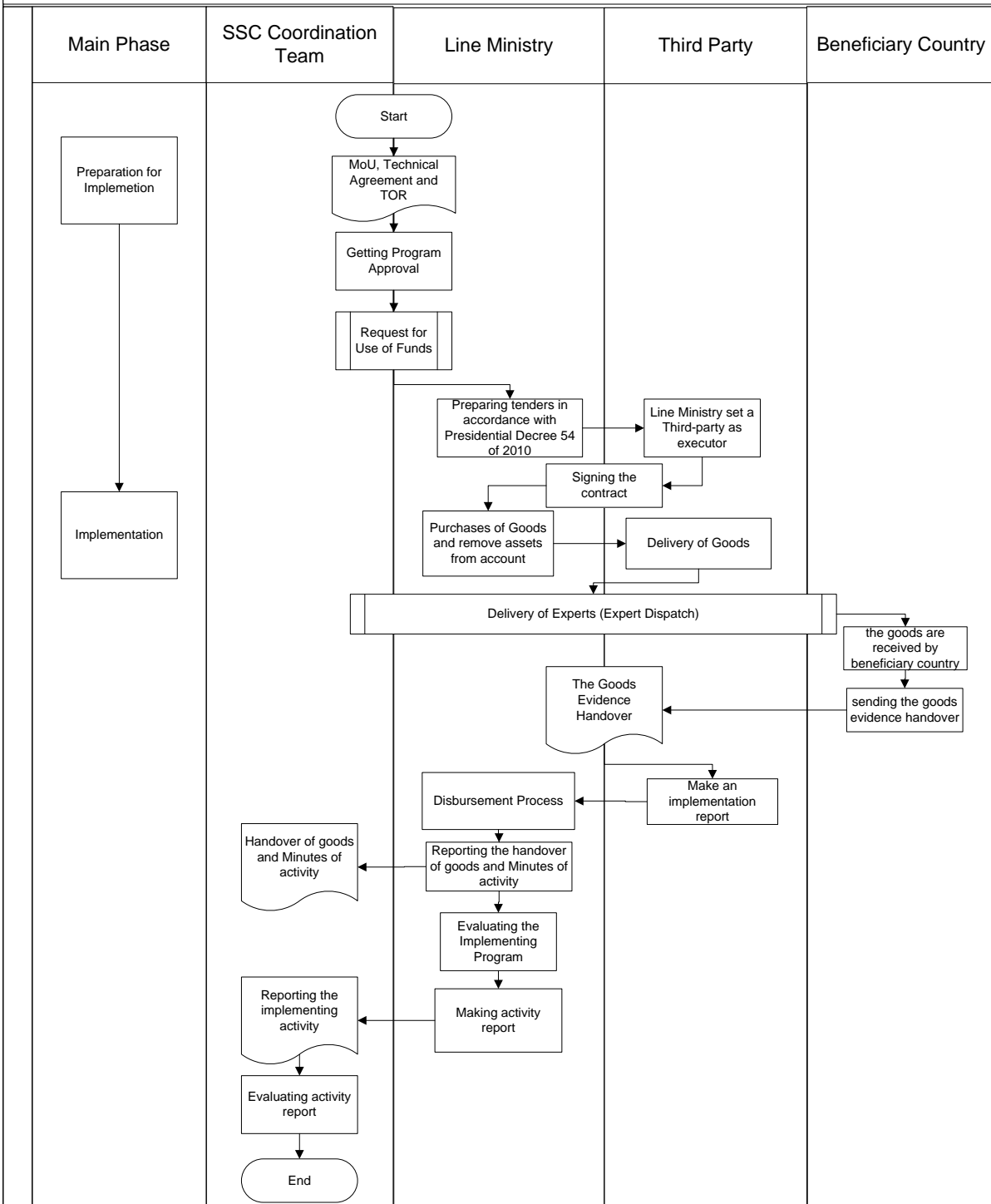


Figure 15. SOP for Implementing Delivery of Goods and Experts Assignment

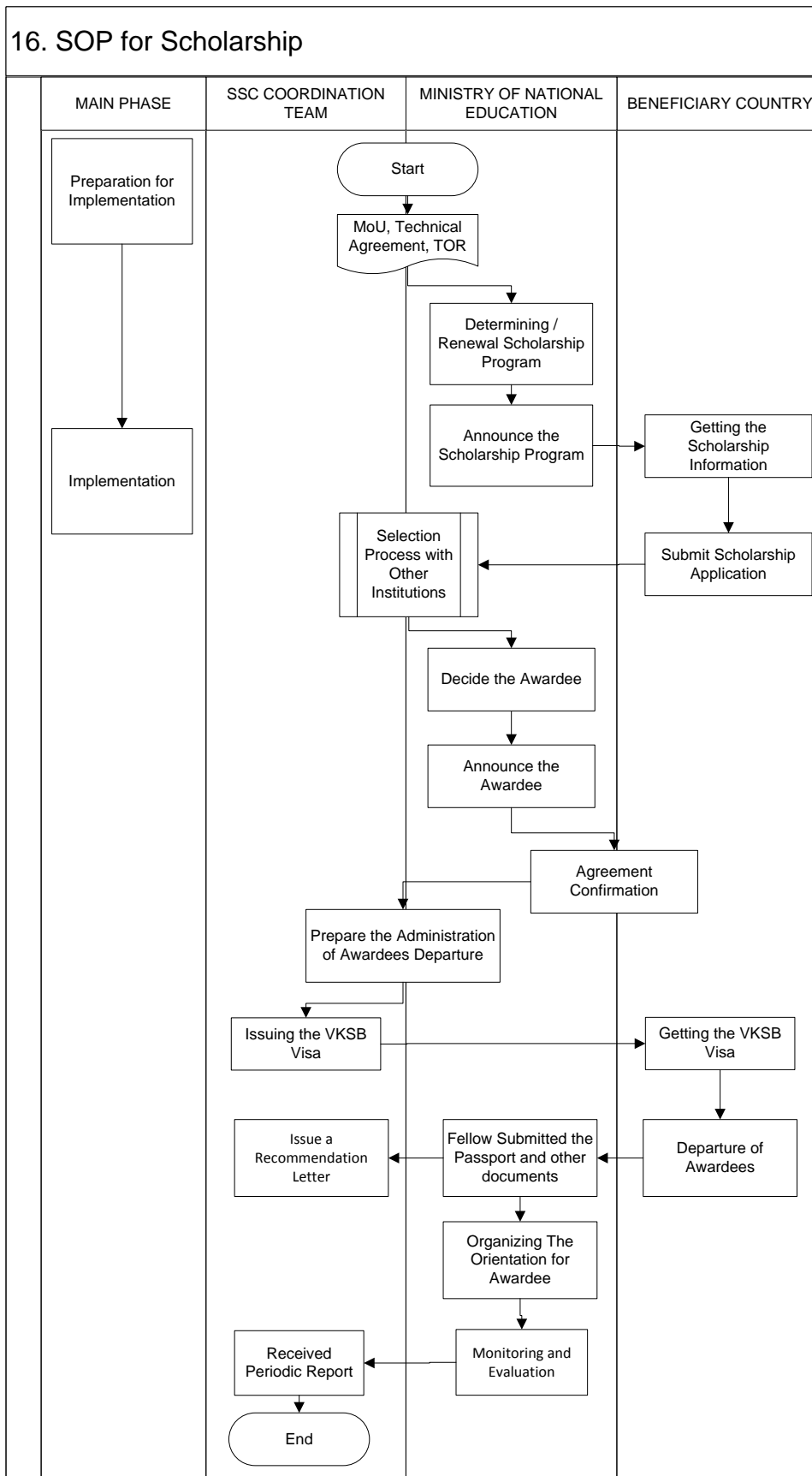


Figure 16. SOP for Scholarship

17. SOP for Monitoring Process (2)

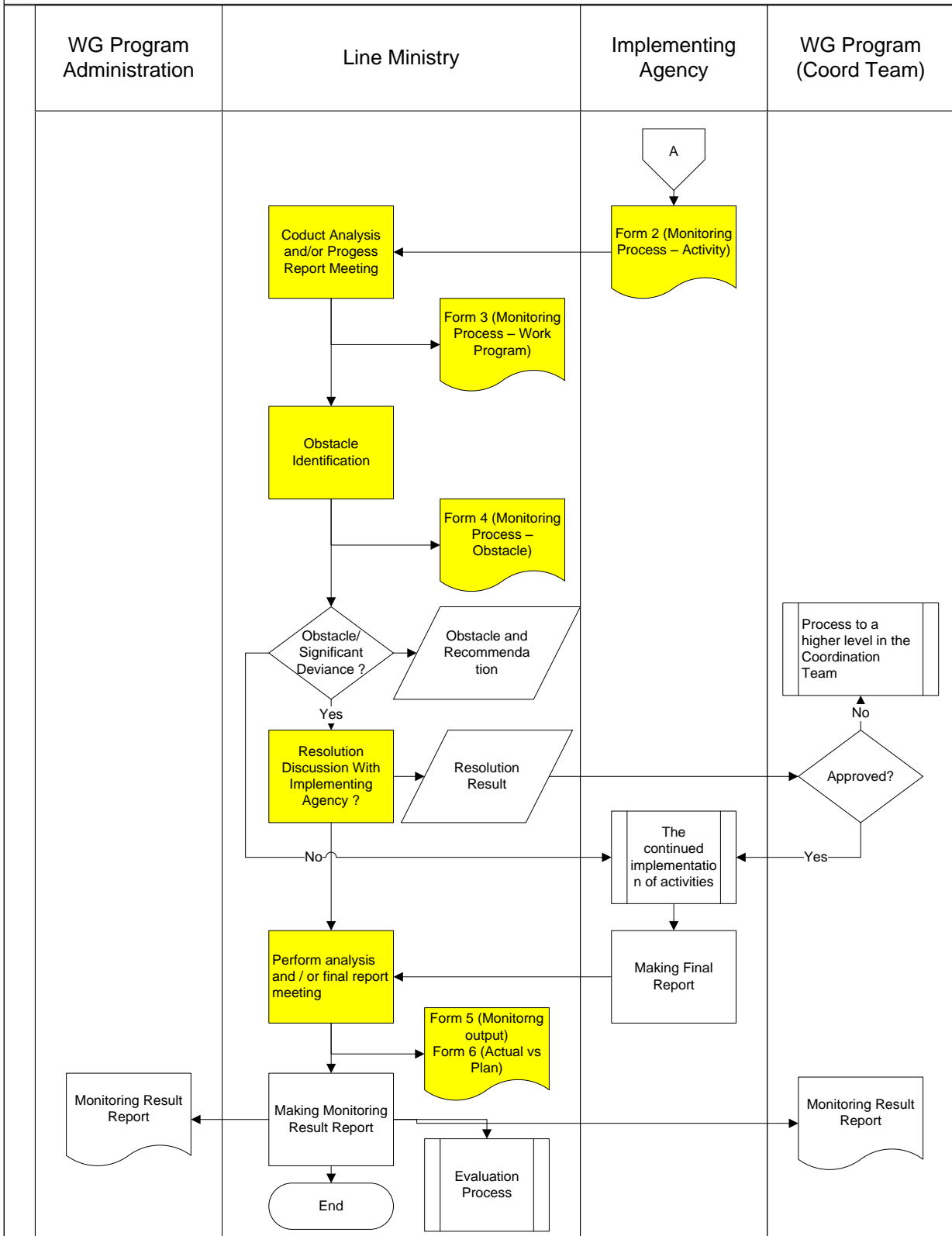


Figure 17.B. SOP for Monitoring Process

Explanation: Yellow shows important area in monitoring implementation

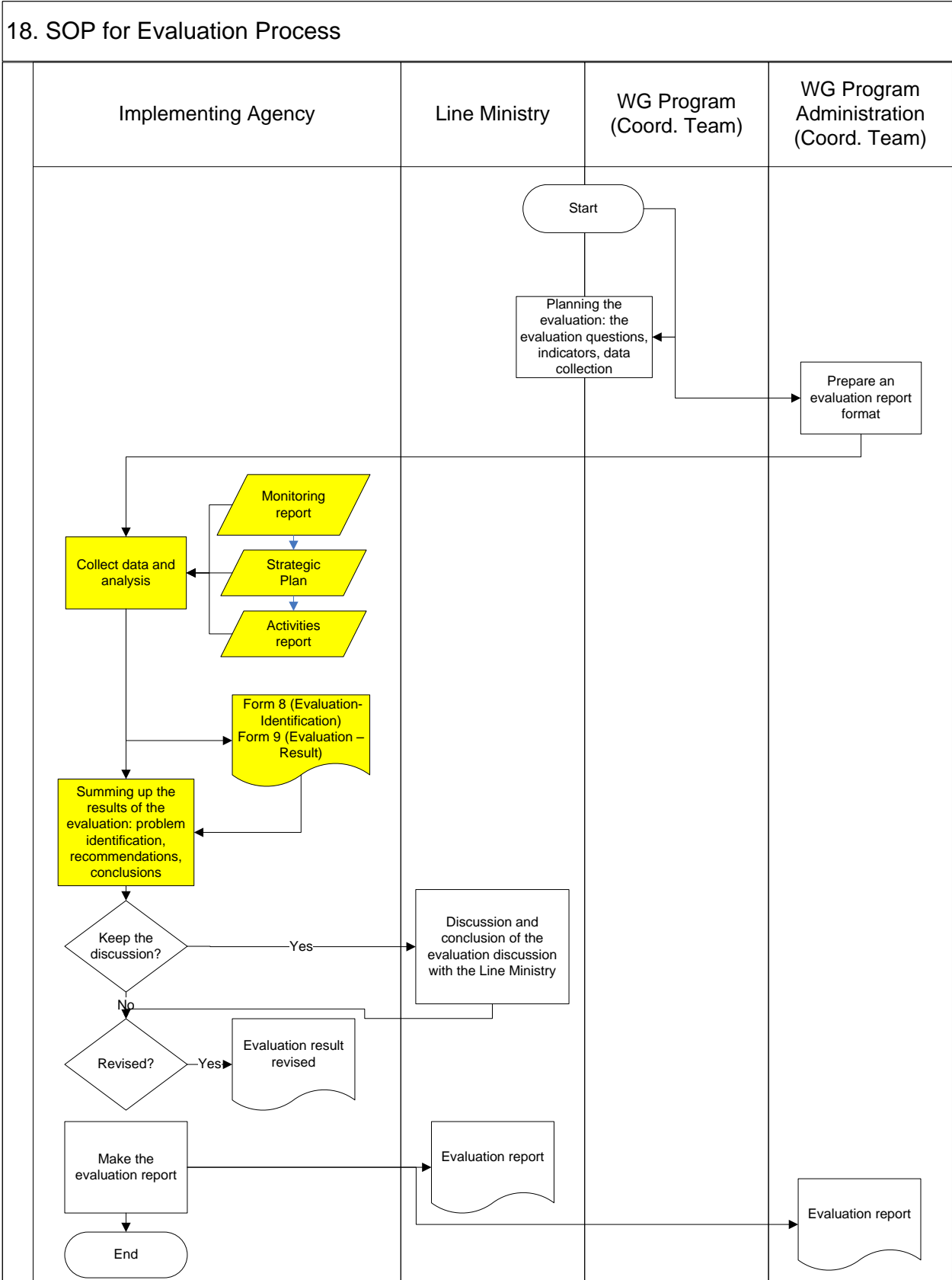


Figure 18. SOP for Evaluation Process

Explanation: Yellow shows important area in monitoring implementation