

part 4

Towards Effectiveness of SSC Operation



Strengthening Evaluation System to Improve Indonesia's International Training Programs

During a short course held by JICA in Tokyo last February 2010, questions were raised on whether international training programs under the South-South Cooperation (SSC) were effective for the ex-trainees and their organizations, whether they were relevant to the beneficiary countries' policies, or whether any outputs had been sustained after the training, and so on.

The purpose of the course was to identify the challenges faced to improve the quality of international training programs. This is also related with the increasing interest of development institutions, such as JICA, on the qualitative aspect of international training programs they have been supporting. The course was participated by the people-in-charge of planning, implementation, and evaluation of international training programs under the SSC framework in developing countries, including Indonesia, represented by officials from the MOFA and the State Secretariat (SETNEG).

Various problems were identified and analyzed during the course, and ideas to solve them were presented and taken back home to each trainees' countries to be followed-up.

The bottom line of many recurring problems was that international training programs had been done without sufficient evaluation so that lessons learnt were not extracted or utilized to solve those problems and improve the following programs.

As an effort to tackle this issue and as an Action Plan for the follow-up of the course, the Government of Indonesia (GOI) planned to formulate an Evaluation Guideline and requested JICA's support. JICA has extended the support through a workshop implemented on December 2, 2010, hosted by SETNEG in cooperation with MOFA. The workshop was intended as a preliminary kick-off event that would invite participants from the implementing agencies of international training programs (TCTPs) and discuss the principles of evaluation. This kick-off served as the initial step toward the formulation of the national guideline. JICA's support is based on SETNEG's proposal during a regional meeting named J-SEAM (Japan-Southeast Asian Meeting for South-South Cooperation) in Manila, Philippines, last June 2010. J-SEAM is a framework of JICA's Technical Cooperation that facilitates needs-oriented SSC among Southeast Asian countries.



To support the idea and for a wider perspective of inputs during the workshop, JICA approached Germany's capacity building organization, InWent (now GIZ), through its regional office in Jakarta to present the evaluation mechanism of its training activities. Actually GIZ was also a lecturer during the course in Japan. Finally the workshop featured GIZ as a presenter that shared its PriME (Programme-integrated Monitoring and Evaluation) System together with JICA's presentation on Project Cycle Management (PCM) and draft Evaluation Guideline. The perspective and experience from the Indonesian side were also presented by implementing agencies that have conducted significant evaluation of their own international training programs.

An important message from this workshop was that the result from an evaluation should be used as part of a continuous learning process and feedback for more effective project implementation. An evaluation mechanism should not be copy-pasted from any existing one, rather it should be tailor-made based on the needs of the country. At the end of the workshop, several recommendations were forwarded to JICA as a follow-up. Efforts are being made to respond to the recommendations, from JICA's own resources as well as GIZ's. We look forward that through these collective efforts and knowledge-sharing, JICA could support the development of a national Evaluation Guideline for Indonesia's international development programs. ■

J-SEAM, a Unique Mechanism to Raise Effectiveness



In 2009, JARCOM (JICA-ASEAN Regional Cooperation Meeting) redirected its main purpose toward the formulation and implementation of well-prepared South-South technical cooperation among Southeast Asian countries, and also toward networking between member states. It also changed its name and became J-SEAM, Japan-Southeast Asian Meeting on South-South Cooperation.

The objectives of J-SEAM are:

- Formulation and implementation of well-prepared South-South technical cooperation.
- Improvement of the quality of South-South Cooperation
- Maintenance and Enhancement of the network between JICA and Southeast Asian member countries.

This unique mechanism was originally developed by JARCOM with the aim of narrowing socio-economic development gaps among ASEAN countries and of expediting regional integration, through JICA's technical cooperation activities.

Understanding Beneficiary's Needs for Broadcasting Training

JICA - MMTC Joint Field Survey in Bhutan

The Multi Media Training Center (MMTC) Yogyakarta - Indonesia in cooperation with JICA had conducted international courses (TCTP) in the field of broadcasting for ten years, divided into two phases. The first phase was participated by Southeast Asian Countries; the second phase was broadened to Asia and Pacific countries such as Uzbekistan, Timor-Leste, Fiji, Papua New Guinea, Samoa and Vanuatu. In the last year of the second phase (2009), Africa was included with Zambia as the only country from the region invited to join the course.



JICA's field study team together with the BBS management

After the completion of the second phase, cooperation between MMTC and JICA will be continued for the third phase by having Bhutan as a newly invited country. For this reason, it was deemed important for MMTC - as the host of the training program - to get background information of the country, especially its broadcasting sector. Therefore, MMTC and JICA conducted a joint field survey to Bhutan from May 2 - 7, 2010 in order to observe and confirm its current condition .



The study team also observed an Outside Broadcasting (OB) van, provided by JICA

The field survey was focused on the broadcasting personnel's human resources development, available technology and equipment, operational system, Bhutanese's social behavior and condition, TV programs, as well as the society's appreciation towards TV programs.

During the survey, JICA and MMTC together with the Bhutan Broadcasting Service (BBS) Corporation conducted a series of discussions. Based on the discussions, there are three main areas that need to be developed: 1) human resources, 2) equipment, and 3) program. BBS also requested to have a special training that focuses on camera, audio editing and news production.

Meanwhile, the contents of the training course are being considered by MMTC based on the survey results. It will later be discussed with the Government of Indonesia and JICA. ■

MMTC was established in 1985 through the support of Japan's Grant Aid continued with JICA's cooperation for the development of training on TV and radio programs. The latest of the cooperation is the implementation of TCTP. MMTC has become the main organization in Indonesia that trains broadcasting personnel from a wide spectrum of subjects.



NAM-CSSTC is a center established in 1995 by non-aligned countries to promote development in developing countries through SSC. Its cooperation with JICA ranges from the provision of training equipments, dispatch of Japanese experts on training management. Currently, the cooperation is focused on TCTP that has been implemented since 2004 until 2011 in 2 phases.

Microfinance for and by Africa Development through International Trainings Based on Indonesia-Japan Partnership

Africa is the world's second-largest and second most-populous continent - after Asia - and has abundant natural resources. Unfortunately, it has also been lagging behind the most in terms of socio-economic development. Therefore, there is a critical need for the African communities to find ways to eradicate poverty by realizing and fully utilizing the potentials they themselves possess. One of the financial activities believed to be able to help such cause is microfinance, which provides financial services to people with low-income and limited access to bank loan due to their low saving capacity.

However, the African continent itself is very much diverse from one country to another. Therefore, it is not possible to have one or two approaches of microfinance to be applied in most of the countries. There is a need for each of the countries to apply the most suitable approach by first learning from other countries' knowledge and experience then develop its own. In order to provide such opportunity for learning, JICA has been cooperating with NAM CSSTC - a center established in 1995 by non-aligned countries as a means to promote development in developing countries through SSC for the implementation of training programs for African countries in Indonesia.

By taking in mind that each country already possesses knowledge and experience, the training programs are basically designed as a forum for the participants from various African countries - namely Ethiopia, Kenya, Namibia, and Uganda - to share data and information they each have and analyze cases together. These discussions are also enriched with presentations by JICA's experts, who have been conducting extensive researches on the development of microfinance in several African countries. Moreover, various Indonesian microfinance practitioners are invited to become trainers, at the training center and/or their respective organizations/companies.

If originally (Batch I: 2004-2006) the training programs were focused on the operational aspect of microfinance,

the present ones (Batch II: 2007-2011) are more focused on how to establish and manage microfinance institutions. Participants' backgrounds are purposely varied - from decision makers to field microfinance actors - in order to enrich the discussions and observation activities conducted during the programs. Moreover, considering many of the African countries have considerable Moslem population, Sharia scheme is also included in the practical lessons as comparison with the conventional scheme of microfinance.



Analysis of each country's data and information led by Japanese expert

Apart from improving the capacity of the trainees, the training program itself is also expected to be improved each year. For that purpose, each program is completed with evaluation process in which each trainee are expected to give input on their initial expectations and how the programs can be improved further in the future. Upon returning to their respective countries, each of the participants are expected to make their own Action Plan and put it into application for the development of microfinance approaches that suit the local condition. It is expected that the efforts will bear fruit in reducing - if not fully eradicating - poverty in the African continent. ■



Participants learn about Microfinance operation from Indonesian practitioners

part 5

Towards Strengthened Human Resources

Capacity Building through Training Activities



JICA has been facilitating a series of trainings in Japan since 2010 through which countries from Asia, Latin America, and northern Africa share and discuss issues to improve development trainings implemented by each of those countries. Participants from Indonesia (representing the government and JICA office personnel) have gained from and - at the same time - contributed positive inputs to the program, through joint seminars and active learning workshops. Since then, follow-up activities have been done, such as the Evaluation Workshop (page 17) that combined resources from Indonesia, JICA, Germany (GIZ), and J-SEAM. More concrete follow-ups are planned for Fiscal Year 2011 by the ex-trainees together with JICA, and the result will be presented at the next and final training in January 2012. ■

As part of the cooperation to enhance the capacity of human resources in relation to South-South Cooperation, two young future Indonesian leaders are pursuing Master's Degrees courses in Japan. Through the degree program, it is expected that these government officers could contribute to the expansion of international cooperation in Indonesia in the future.

Mr. Edi Kahayanto



Position
Staff of the Directorate of Technical Cooperation, Directorate General of Information and Public Diplomacy, Ministry of Foreign Affairs (MOFA) of the Republic of Indonesia

Role
Conduct capacity building programs (such as trainings, workshops) targeting participants from developing countries

Training course
Peace and Conflict Studies (Master's Degree) at the Graduate School of Global Studies of the Tokyo University of Foreign Studies

Mr. Mochammad Iqbal



Position
Staff of the Bureau Technical Cooperation, the State Secretariat (SETNEG) of the Republic of Indonesia

Role
Analyzing technical cooperation projects and agreements

Training course
Future Leader's Program for International and Regional Cooperation (Master's Degree) at the Graduate School of Asia-Pacific Studies-Waseda University, Japan (March 2011 to 2013)

Indonesia - as a diverse nation - in reality holds the potential for conflicts that could arise any time. It has faced several conflicts, both vertically and horizontally. There were several post-independence rebellions, such as South Sulawesi's PRRI/Permesta and Aceh's GAM, which can be categorized as vertical conflicts. Meanwhile, horizontal conflicts also occurred among fellow citizens, such as in Maluku and Poso. Our experience in resolving those conflicts has become the benchmark for the world. In fact, Indonesia has been requested to help resolve conflicts in other countries. Moreover, it has been considered as a place to learn about conflict-solving.

In the context of SSC, Indonesia's capacity and experience in resolving peace and conflict could be shared with other countries. On the other hand, my knowledge and experience from Japan will be able to contribute to my institution in formulating and producing programs to provide technical assistance to other countries. MOFA and JICA can cooperate in providing capacity building assistance for the peace-building process in developing countries that are still facing conflicts, such as Afghanistan, and Palestine. ■

I hope that the lectures at Waseda will provide various practical experiences of leading developed countries, both the success stories and challenges in working together with developing countries. I also hope to learn how developed countries and development partners formulate their development policies. Those experiences will be indispensable in helping me formulate programs, which Indonesia can provide and also need in the future. The Government of Japan's experiences in convincing its public and legislatives about their benevolent development cooperation activities overseas will benefit me in shaping the national policy for development cooperation in general and SSC in specific. Indonesia's SSC is a means to play the role in narrowing the development gap between countries.

The issue of sustainability will need to be taken into consideration as well, as Aid Effectiveness has begun to mainstream in Indonesia through the adoption of the "Jakarta Commitment" by development partners. ■