



Japan International Cooperation Agency

# **Indonesia-Japan: Dynamic development for prosperity**

## **Practices of South-South and Triangular Cooperation (SSTC)**



Foreword	2
Introduction	3
Capacity Development Layer	
Knowledge Management: Finding comparative advantages of Indonesia	7
Evaluation Guideline: Building a system to measure outcomes	8
Comparative Study: Institutional arrangement: learning from other countries	8
Project Implementation Layer	
Palestine: Political motivation drives development	9
Timor-Leste: A role of Development Partner	10
Ethiopia: Past support of Development Partners makes a difference	11
Afghanistan: Alignment raises effectiveness	11
Project List	12

JICA Indonesia Office has supported South-South and Triangular Cooperation (SSTC) in Indonesia for more than thirty years. However, SSTC is rapidly changing its profile amidst the growth of emerging economies in the world. With Indonesia also actively following this process, we have to transform our mindsets and business practices for SSTC to cope with the change, based on our recent experiences. Through the support to Indonesia, numerous interactions took place with the Indonesian partners, Development Partners, other emerging countries, and beneficiary countries. This booklet is an outcome of such interactions on how SSTC should be in our perspective, what would be the merit of Triangular Cooperation, what would be the role of Development Partners, how we handle SSTC, how best we support the Capacity Development of partner countries. Since we develop the articles while we implement various projects, some of the ideas on the articles in this booklet might still be evolving, some may require more researches, calibrations and remodeling. We welcome further discussions on the contents and hope that our attempts to capture what we think would contribute to the development of SSTC and to achieve Inclusive and Dynamic Development in the world.

#### Editorial Team

- Dinur Krismasari
- Nakazawa Shigeki
- Erina Nakamura Saragih
- Lingga Kartika

#### Art Director

- Axioma Grafis Indonesia

#### Photograph Credits

- BAPPENAS
- BBIB (AIC) Singosari, Ministry of Agriculture
- BPSDM (AAHRD), Ministry of Agriculture
- CESS
- EEPIS (PENS), ITS
- NAM-CSSTC
- State Secretariat
- UPI

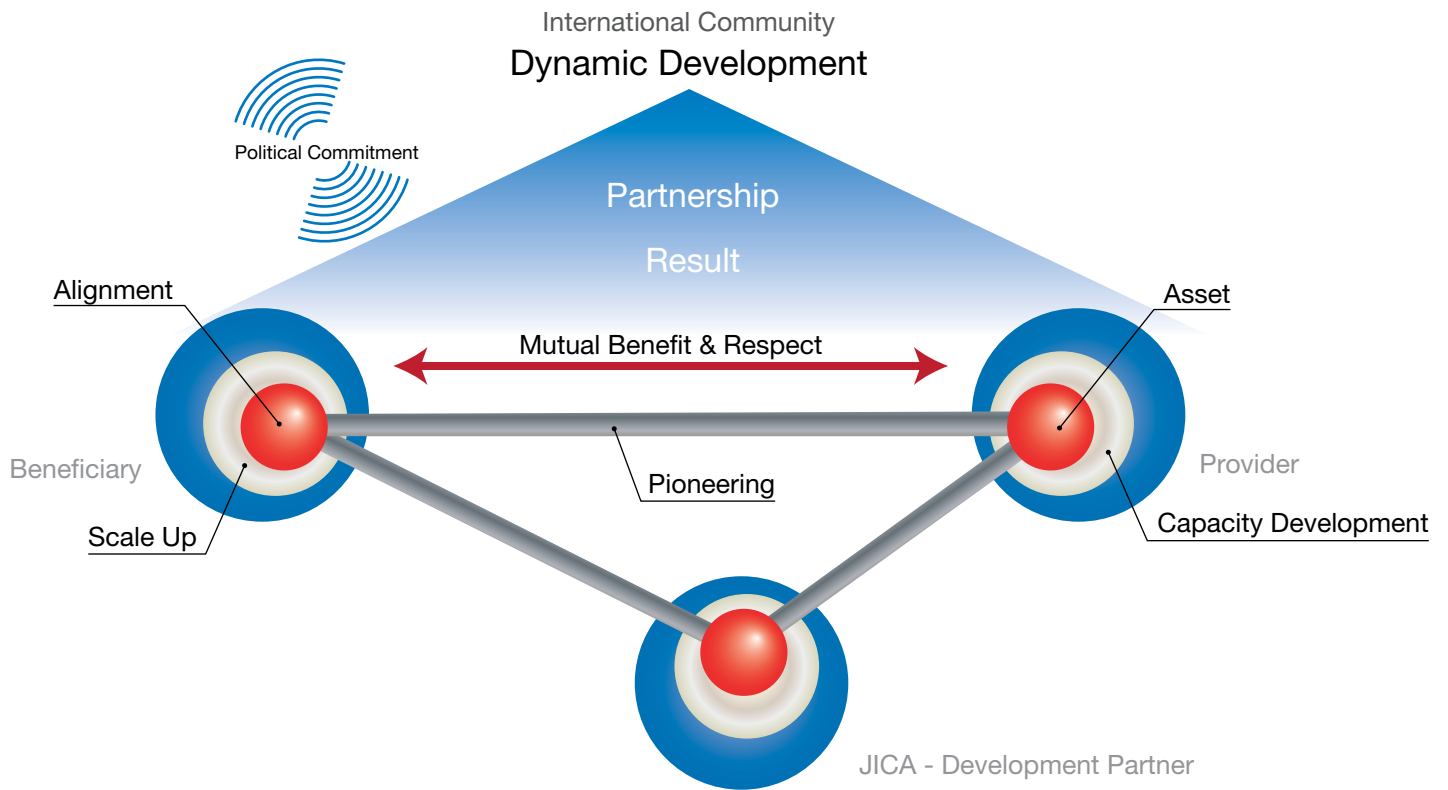
Indonesia-Japan: Dynamic development for prosperity  
Practices of South-South and Triangular Cooperation (SSTC)

Copyright ©2012 by JICA Indonesia Office. All rights reserved.

Published by JICA Indonesia Office  
Sentral Senayan II, 14 floor, Jl. Asia Afrika 8, Jakarta 10270, Indonesia

This publication is JICA's contribution to Indonesia's efforts for the development of South-South and Triangular Cooperation by National Coordination Team of South-South and Triangular Cooperation.

## A Model of SSTC under JICA Indonesia



### South-South and Triangular Cooperation (SSTC) for Dynamic Development

Growing developing countries will eventually change the development landscape of the world. The Busan High Level Forum in 2011 highlighted the cooperation between developing countries to “play a key role in the emerging development architecture.” The momentum given by South-South and Triangular Cooperation (SSTC) will reinforce JICA’s vision of Dynamic Development, which creates self-reinforcing cycles of growth in a constantly changing environment of developing countries. SSTC solidifies this self-reinforcing cycle through the spirit of partnership between developing countries and JICA.


Meantime, Indonesia as one of these emerging economies enjoys the successful promotion of SSTC, which has been supported by JICA as one of the country’s Development Partners. JICA’s experiences in support of this initiative show that there should be certain standard sets of peculiarities, particularly when a Development Partner supports developing countries in a Triangular Cooperation.

### Indonesia’s SSTC: rapid progress

Since early 2000s, the Indonesian government has rapidly mainstreamed SSTC in its national development plan. Its vision is now being crystalized in the form of a policy document called Grand Design 2011-2025 and Blue Print 2011-2014. The coordination mechanism has been reshaped, though it is a transient one to the full-fledged-operation in the future. New flagship projects are emerging as a sign of concrete actions. This series of initiatives are backed by the remarkable economic growth that the country is experiencing. The country is set to become one of the 10 biggest economies in the world within 15 years. It joined G20 as the only country from the Southeast Asia region. Combined with the confidence gained from the growth, the government prepares itself to become a full-fledged provider of SSTC. Indonesia’s ideology of “Diversity with integrity” would be an implication to achieve Dynamic Development in the international community as well.

## Milestones: Indonesia's promotion of SSTC

2005	<ul style="list-style-type: none"> <li>The 50th Anniversary of Asian–African Conference</li> </ul>
2006	<ul style="list-style-type: none"> <li>Established Technical Cooperation Directorate in Ministry of Foreign Affairs.</li> </ul>
2008	<ul style="list-style-type: none"> <li>The 1st Bali Democracy Forum</li> <li>Pledged to support Palestine's capacity building.</li> </ul>
2009	<ul style="list-style-type: none"> <li>Joined G20</li> <li>Mentioned SSTC as one of pillars of Jakarta Commitment</li> </ul>
2010	<ul style="list-style-type: none"> <li>Included SSTC in Mid-Term Development Plan.</li> <li>Established National Coordination Team on SSTC. </li> </ul>
2011	<ul style="list-style-type: none"> <li>Co-chaired task team of SSTC for Busan High Level Forum</li> <li>Drafted Grand Design and Blue Print </li> <li>Established Working Groups under the National Coordinating Team</li> </ul>
2012	<ul style="list-style-type: none"> <li>Drafted Evaluation Guideline of international trainings </li> <li>Issued a directory "Indonesia's Capacities on Technical Cooperation". </li> <li>Conducted Comparative Study on the Management of SSTC. </li> <li>Started Project on Knowledge Management for SSTC </li> <li>To hold High-Level Meeting, Toward Country-led Knowledge Hub </li> </ul>

 JICA Supported

### Values of JICA to support SSTC

As the world's largest bilateral aid agency, JICA's experiences on development assistance would provide useful values within the SSTC programs. JICA's support to SSTC for more than 30 years and Indonesia's development of more than 50 years show 4 values:

#### 1. Capacity Development at the provider side

##### Values of JICA on SSTC

- Scale-up
- Capacity Development
- Development experiences
- Pioneering

When a developing country considers becoming a full-fledged provider of SSTC and improving its capacity, the improvement process should cover from individuals' improvement, regulations, mechanism, to national policies of SSTC, which process is known as Capacity Development. JICA Indonesia considers this process very important since Capacity Development affects the quality of SSTC that the country provides toward more result-based programs. The articles on Knowledge Management, Evaluation Guideline, and Comparative Study show our support on the Capacity Development of a provider country.

#### 2. Scale-up at the beneficiary side

Many SSTC programs are generally small in the scale of operation, which expected results are limited in the beneficiary countries. JICA provides beneficiary countries with opportunities to apply the gained knowledge, by which the results of SSTC will be expanded. As a result, scale-up will further internalize the application. Potential of scale-up operation can be learned from the article on Timor-Leste.

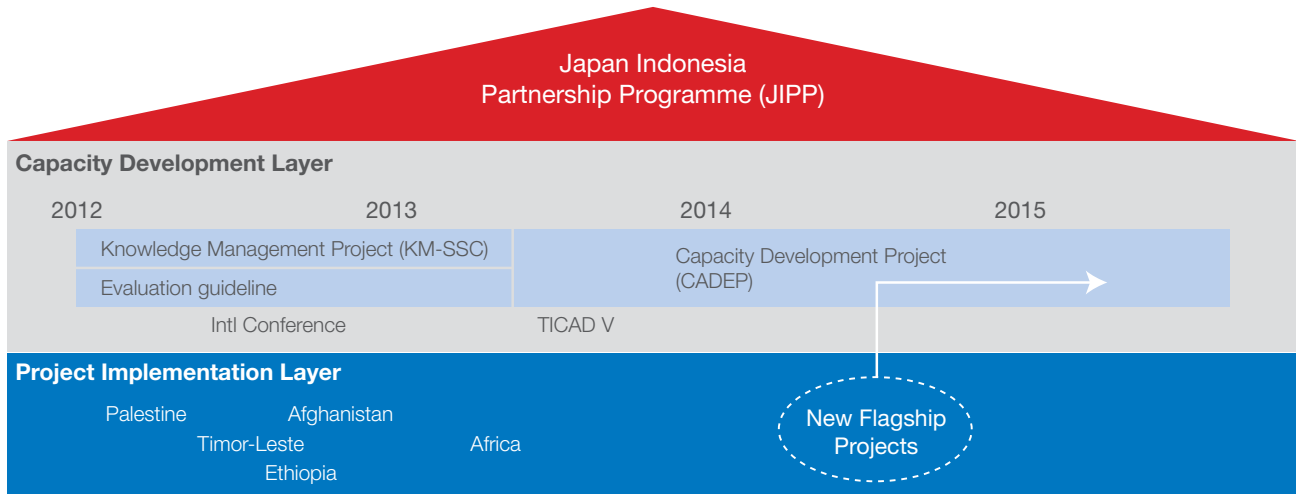
#### 3. Development experiences in beneficiary country

JICA's experiences and operation at each overseas office provide deep insight on specific professional issues and potential scale-up opportunities. The triangular cooperation for Palestine can illustrate these experiences.

#### 4. Pioneering role to trigger innovation

Development Partners can play a role in pioneering new areas in SSTC. Through the practice of triangular cooperation to Timor-Leste, networking relationships in Timor-Leste and Indonesia have clearly been solidified, particularly among the officials of line ministries, whose initiative has smoothed out the trickle of more bilateral cooperation.

## Roadmap 2012-2015, Support to SSTC



JICA's practices in Indonesia show the following principles when SSTC projects are formulated:

- 1. Mutual benefit and respect:** All the three parties, provider country, beneficiary country, and Development Partner, should gain equal benefit from the project with due respect to one another.

### Principles for SSTC

- Mutual benefit & respect
- Asset in provider
- Alignment in beneficiary country
- Political commitment

The nature of mutual benefits varies on specific situation on the country or project. JICA's support to the Comparative Study has shown that the benefits can be short-term profit and mid- to long-term. The case of Timor-Leste also shows that mid- to long- term effect may accompany short-term profit.

- 2. Asset:** In a provider country like in Indonesia, there are many centers of excellence which have been supported by JICA. In the case of Indonesia, JICA supported the construction of many such centers whose capacity is outstanding compared with the others. JICA considers these kinds of institutions as Assets. Generally, these successful institutions are providing opportunities of SSTC based on international standard. The case of Ethiopia indicates strong evidence of this case.
- 3. Alignment:** When an SSTC project is aligned with an on-going project in a beneficiary country, the result is readily disseminated and expanded. Particularly in the case of most SSTC projects which scale is relatively small, the alignment has multiplier effects after capacity building projects are implemented in Indonesia. Furthermore, the alignment smoothen the implementation of

capacity building projects in the beneficiary country as well. The case to support Afghanistan shows this effect.

- 4. Political commitment:** SSTC addresses political agenda at high level, which would become a driving force to transform SSTC into a new dimension. It also has a potential to cause innovations, which is shown in the case of Palestine.

## Road Map 2012-2014 to support Indonesia's SSTC

JICA considers its future road map of support to Indonesia in two layers: Capacity Development Layer and Project Layer. The partnership program on the top of these layers determines longer term views.

- **Capacity Development Layer:** supports improving management capacity of Indonesia  
From 2012, the Knowledge Management Project on South-South Cooperation has started to identify Indonesia's comparative advantages. After 2013, the project is expected to be succeeded by a project to support strengthening Capacity Development of SSTC in Indonesia. The project of Capacity Development will create a bridge between practitioners and policy makers, and facilitate in providing learning and socializing opportunities, accompanied by actual joint projects in the project layer.
- **Project Layer:** supports development of beneficiary countries through joint projects  
The Project Layer will implement various projects to support beneficiary countries through the Indonesia-Japan Partnership, some of which would become flagship projects in the next generation. The projects are based on specific country needs, with a more organized joint formulation, monitoring and evaluation mechanism.



## Challenges

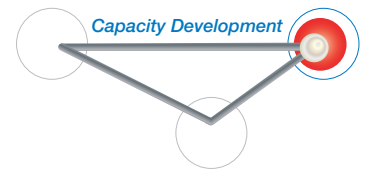
### Partnership of Indonesia and Japan

Although there are many triangular projects under Indonesia-Japan Partnership, the fact remains that the projects are sparsely implemented. The time has come to transform this old-fashioned way into an innovative arrangement. The platform to accommodate this process was installed in Indonesia and Japan through the Japan-Indonesia Partnership Program (JIPP), which is a high-level agreement of extending joint SSTC in other developing countries. The partnership would be redefined so that Indonesia-Japan SSTC will be able to comply with high-level agendas as future directions. Based on this, projects can be considered in a more comprehensive manner. This arrangement will increase predictability to solicit necessary resources for the projects.

### Coordination system of Indonesia

The establishment of National Coordination Team on SSTC has resulted in a better national coordination. However, the National Coordination Team should aim to target higher degree of national coordination, which should extend toward both horizontal and vertical directions. The horizontal coordination strengthens inter-ministerial communication to cover extensive stakeholders of SSTC. The vertical coordination accelerates hierarchical communication between the top and the bottom levels. Meantime, coordination within the Coordination Team would also be indispensable. It needs to delegate responsibilities among its Working Groups to respond to evolving issues adequately in preparation for further growth and promotion of its SSTC. In the mid- to long-term perspective, Indonesia would need to consider whether the current arrangement of inter-ministerial coordination fulfills the vision of its motivation for growth.





## Finding comparative advantages of Indonesia

When the Indonesian government started policy formulation of SSTC with the support from JICA, the Indonesian policy makers debated on what would be the essence of Indonesia's SSTC. There are various sectors and issues that Indonesia thinks worth promoting. On the other hand, there are other emerging countries which extensively operate SSTC in the world. As a newly participating country, Indonesia has to strategically promote its capacity. However, the pursuit of this comparative advantage is a difficult task.

As a solution, Indonesia decided to employ a management method of knowledge in thriving private sector in Japan, well known as Knowledge Management. Knowledge Management is expected to create a cycle of extracting the essence of Indonesia's SSTC and innovations.

Knowledge management theory explains how existing knowledge can be optimized through enhanced organizational capacities to produce innovative ideas. According to the theory, "tacit knowledge," or highly-personal insights, skills and experiences held by certain individuals, can be shared with others through direct interaction with such individuals (This process is called "socialization") at its initial stage, and then transformed into explicit knowledge in the form of documents, diagrams, films etc. ("externalization") at a later stage. Innovative ideas come to life through unique combination of shared explicit knowledge ("combination") and their applications become habitual among members who practice them at regular basis ("internalization"). This process of knowledge management is commonly referred to as the SECI model – a term made by combining the first letter of the four phrases describing each stage.

Prof. Ikujiro Nonaka, Professor Emeritus of Hitotsubashi University, Graduate School of International Corporate Strategy, is the one who first proposed the SECI model. Since then, he and his collaborators have further theorized the concept of knowledge management as



*Knowledge Management Seminar*

part of knowledge creation and management theory. Prof. Ryoko Toyama, one of Prof. Nonaka's principal collaborators, has authored a number of articles and books on knowledge management. She also teaches Master's Degree courses on knowledge management at Chuo University, Tokyo. Prof. Nonaka and Prof. Toyama are lecturers of JICA's Knowledge-based Management Seminar where groups of current and future leaders of Asia explore the possibilities of applying methods of knowledge-based management for solving development issues. The seminar, which started in 2004, attracts multiple participants every year.

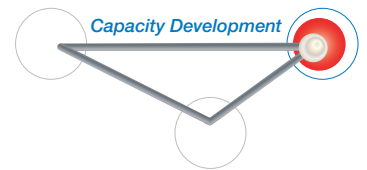
In recent years, it has become increasingly common for private companies and non-profit organizations to adopt the essence of knowledge-based management. Examples of practicing knowledge-based management can be seen at large corporations and inventive NGOs. The case of Panasonic's bread machine is one such illustrative example. Ms. Tanaka, a Panasonic employee, mastered the kneading technique through her hands-on work experience with a hotel's head. After a year of countless trials, Ms. Tanaka and her colleagues invented the dough-twisting mechanism that kneaded the dough to perfection. As a result, Panasonic's bread machine became a big hit in Japan.

The application of knowledge management to the promotion of Indonesia's SSTC is a unique attempt. Despite the successes found among private companies and non-profit organizations, applying knowledge management at the public sector is still nascent, especially in Indonesia. The Knowledge Management Seminar for South South Cooperation was the very first attempt of knowledge management to be undertaken by the National Coordination Team. Through knowledge management, the Indonesian government aims at identifying the uniqueness of Indonesia's development experiences and matching them with the development needs of other partner countries.



In a preceding effort to this Knowledge Management project, JICA supported the National Coordination team in producing a book of capacities that Indonesia can provide. The book was launched in April 2012 by the Minister of Foreign Affairs, Indonesia

## Building a system to measure outcomes



Final workshop on the formulation of evaluation guideline

Having a long list of SSC programs that have been done since 1981, the Indonesian government realized that results of these programs have not been reviewed enough to plan new projects. In late 2010, the government conveyed their necessity to confirm results of their programs for the partner countries as well as for Indonesia.

To answer to the needs of Indonesia, JICA has been facilitating various trainings in Japan, one of which was done in a series from JFY 2009-2011 for the improvement of SSTC activities. At least 12 countries from Asia, Africa and the Pacific Islands participated in this training course to discuss issues to improve their international training programs. Participants from Indonesia's Ministry of Foreign Affairs, State Secretariat and National Development Planning Agency were among the active trainees who have gained from as

well as contributed to the program.

A major result of Indonesia's participation in the program was the formulation of a draft guideline on evaluation of Indonesia's international training programs through the support of JICA's follow-up cooperation. Although still awaiting to be processed by a government regulation, the guideline is recognized as a national guideline that can be used by training implementation agencies as Indonesia's own guideline.

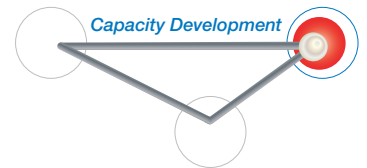
The formulation of the evaluation guideline is to conform to the needs of Indonesia to synergize and integrate SSTC in the implementation level toward result-based programs, as feedback for future program planning.



Draft Evaluation Guideline

## Comparative Study

### Institutional arrangement: learning from other countries



When a country becomes conscious of deploying SSTC holistically, the country will have to manage SSTC both in and out of the country, which often is not an easy task. When the Indonesian government started aiming at a full-fledged provider of SSTC, situation was less favorable. The government drafted the Grand Design and the Blue Print at a time when technical ministries were still independently implementing SSTC without coordination. No one knew how their own country implemented SSTC as a whole. National coordination was lost at that time and fragmentation took place. The fragmentation issue caused a lot of debate. The country consequently decided to learn from experiences of other emerging countries and JICA supported this government initiative.

The comparative study covered three countries: Brazil, Thailand, and Japan, considering future growth of business and geographical setting, with document and site surveys. The Vice Minister of National Development Planning Agency of Indonesia led two respective site surveys to Brazil and Japan. The Brazil case showed various new attempts as well as challenges as an emerging economy. The Japan case highlighted the role of private sector, while the Thailand case showed importance of national level coordination.

As the result, JICA made four recommendations to the Indonesian government to: have a common vision of SSTC, connect domestic development policies and SSTC vision, promote Indonesian principles of SSTC, and develop SSTC "in tandem" in both private and public sectors.

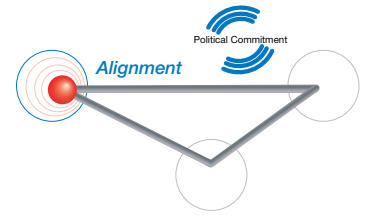
This would not be an end of the comparative study. More and more useful experiences will be learned from other countries. We expect that the Indonesian government would further explore other experiences and utilize them for its institutional building.



Site survey at Brazil



# Political motivation drives developments



*Business incubation Training held in Jordan*

for implementation. Preceding experiences by the Indonesian government found that the restriction imposed to Palestine affected the implementation as well.

In such circumstances, the triangular cooperation was designed to align the triangular projects in Indonesia with on-going JICA projects in Palestine. By the alignment, the on-going project can synergize the training outcome by providing training participants with opportunities of applying gained knowledge. In 2011, 1 visit and 3 trainings took place in alignment to Agriculture, Agro-industry Development, and SMEs Support in Palestine.



*Training on vegetable and fruit production*

Meantime, other challenges also exist. The three countries will have to revisit the spirit of mutual respect and benefit as the sign of partnership. More dialogues would be necessary, considering unusual limitation that Palestinians have to face. Practitioners of both Indonesian and Japanese sides will have to grasp more of Palestine's realities, so that the implementation can fit into the Palestine's peculiar conditions. First, a policy guidance will help address this issue. The second annual consultative meeting is expected to be held in 2012. Second, dispatches of Indonesian experts would surely increase the understanding of Palestine situation despite the difficulties.

Two different political commitments for the state-building of Palestine made by the governments of Indonesia and Japan have found a junction point as a series of triangular cooperation by Palestine, Indonesia and Japan. In 2008, Indonesia committed the capacity building of 1,000 Palestine people by 2013, as part of the New Asian-African Strategic Partnership (NAASP). Meantime, Japan held a high-level consultative meeting in 2010 and identified SSTC as one of seven priority areas, called the "Co-operation of East Asian Countries for the Middle East Peace."

and discuss the actions under triangular arrangement. During his visit, the three countries agreed to implement projects in three areas: Agriculture, SME development, and Health. They agreed to hold annual consultative meetings as a platform to plan, monitor and evaluate the projects. This framework helps triangular projects overcome many administrative difficulties

The three countries shaped the policy directions into actions. A series of dialogues took place to identify SSTC projects. In 2011, The Minister of The Ministry of Planning and Administrative Development (MOPAD) of Palestine visited Indonesia to identify potential capacities of Indonesia

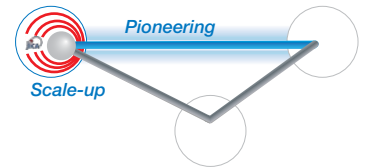


*Land Tax Training*



*Training on vegetable and fruit production*

## A role of Development Partners



*Training of Rehabilitation and Reconstruction*

working with Timor-Leste. The triangular cooperation witnessed improved relation of the two countries.



*Training of Construction and Maintenance*

Development Partners are expected to play various roles when triangular cooperation takes place. The practice in Timor-Leste tells a unique expectation: the pioneering role of Development Partners.

Triangular cooperation of road sector started from 2010 among Timor-Leste, Indonesia and Japan. When the Indonesian partners and JICA Indonesia Office first heard the idea, most of them responded with very cautious eyes. In Indonesia, little was known on the latest relation between Indonesia and Timor-Leste at that time. Most of Indonesian people still remembered the uneasy atmosphere when Timor-Leste gained independence from Indonesia in 1999. Considering the reactions from Indonesian partners, JICA took very careful steps to plan this project with a series of meetings in Indonesia or another country. While the meetings progress, it was found that the practitioners in the two countries actually wanted to cooperate with each other. The project progressed very smoothly. It also added motivation to Indonesian practitioners to expand their own South-South Cooperation to Timor-Leste. In parallel, the Indonesian government informed the public of improved bilateral relationship with Timor-Leste, which also helped accelerate the project implementation. The partner in Indonesia, Ministry of Public Works, started dispatching its own experts bilaterally. Indonesian private sectors also show interest in

Meantime, scaling-up effect by Development Partner is expected to boost this relationship by providing opportunities of utilizing the project in Timor-Leste. In March 2012, Japan has decided to provide its first ODA loan to Timor-Leste, a yen loan worth around 5.3 billion Japanese yen (approximately USD 65 million) in connection with the “National Road No.1 Upgrading Project,” which is the first loan for Timor-Leste. Timorese participants and Indonesian partners expect that the participants can utilize the knowledge they have learned through the trainings in Indonesia in the yen loan project. On the other hand, both Timorese and Japanese officials expect that the training effects will help smooth the implementation of the yen loan project.

The triangular project will complete in September 2012. At that time, it is expected that the three parties could confirm tangible results and discuss a future plan to elevate the partnership of the three countries to be further solidified.

Even when a triangular cooperation takes place, the principle of mutual respect and benefit can be applied among the three countries equally. On the other hand, benefit can imply various matters in multiple dimensions. Practitioners can measure the benefit by the effect given to the partnership of the three countries as a whole.



*Follow-up Team in Timor-Leste*

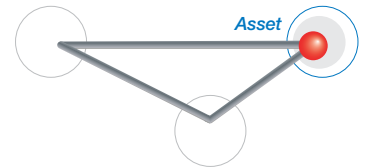
## Past support of Development Partners makes a difference



(Center) State Minister of General Education, Ethiopia

JICA supported numerous institutions in Indonesia. Many of those became centers of each specialty as Assets. They now extend services to other developing countries as well. The Assets exhibit outstanding capacities to address international agendas. One of the Assets, a university for education in Bandung city in Indonesia has started to support Federal Ministry of Education in Ethiopia. The Ethiopian partner was convinced of the Asset's capacity that both Ethiopian and Indonesian partners have high degree of ownership to the project.

Indonesia University of Education (UPI) received JICA's assistance from 2004 on teachers' practice to review their teaching practices to learn about how each student learns in the class, known as Lesson Study. Lesson Study originated in 1870s in Japan and is still widely practiced in many schools. Nowadays, the practice has been transferred to Indonesia as well. UPI is one of the academic institutions where the Lesson Study was introduced. Nowadays, UPI is known as a center of excellence in the province, by providing technical support to schools and education officers who try to introduce Lesson Study.



Other developing countries also show great interest to this practice. State Minister of General Education in Ethiopia, Mr. Fuad Ibrahim, observed UPI's practices and showed keen interest during his visit to Indonesia in July 2011. The State Minister requested a series of training programs to Indonesia and JICA.

With the strong demands from Ethiopia, the training program will consist of three components of training in Indonesia: study of relevant subjects in master course, on-the-job-training at UPI's teacher training institution, and participation in lesson study programs. After the training, the Ethiopian participants will share their experiences in Ethiopia and Federal Ministry of Education in Ethiopia will formulate a further plan to introduce this practice. The 10-month training program in 3 years is planned to start from 2012.

UPI's capacity as an Asset in Indonesia is expected to produce next Assets in Africa as a sign of partnership among the three countries of Ethiopia, Indonesia, and Japan.

## Alignment raises effectiveness

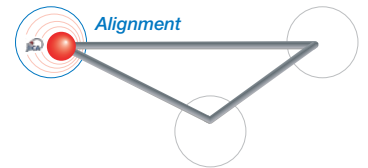


Training of community development

Indonesia and Japan started the support for the rehabilitation and capacity building of Afghanistan in the year 2002 through programs in the field of agriculture extension and later continued to expand in other sectors, such as public health and just recently in community development. Indonesia's strong commitment to assist Afghanistan was expressed initially at the International Conference on Reconstruction Assistance to Afghanistan in January 2002, which was then followed by a request to JICA and several missions to discuss the contents of the triangular cooperation. In 2011, the current President of Indonesia expressed once again the country's continued support for the capacity building of 1000 Afghans. Considering the difficulty to operate in or travel to Afghanistan, the use of JICA networks has been very beneficial.

As with other south-south or triangular cooperation, JICA needs to ensure the

## Afghanistan



sustainability of its programs by utilizing past or existing assets of Japanese cooperation or linking them with on-going projects.

As an example, JICA and Indonesia is currently implementing an international training on "Participatory Community Development Training for Afghanistan" which is one component of a JICA project in Afghanistan on "Strengthening Community-led Rural Development Support System in Afghanistan." The project assists the Ministry of Rural Rehabilitation and Development (MRRD) in integrating human resources development in rural areas. The training introduces examples of successful development programs in Indonesia, such as the National Program for Community Development (PNPM). With the support of the JICA project, follow-up activities or implementation of action plans are better monitored and become feedback for the next programs.

## CD Layer: Capacity Development of the Indonesian Government

No.	Title	Partner Institution in Indonesia	Beneficiary Country	Type	Total Participant
1.	Formulation of Guideline on Evaluation Mechanism for Indonesia's International Training Programs	National Coordination Team of South-South and Triangular Cooperation	Indonesia	Others	N/A
	Ex-Post Evaluation case Study for Evaluation Guideline		Fiji	Mission	5
			Vietnam	Mission	5
2.	Comparative Study on the Management of International Cooperation		Indonesia		
	Site Survey to Brazil		Brazil	Mission	8
	Site Survey to Japan		Japan	Mission	9
3.	Support for publication of Indonesia's Technical Cooperation Capacities		Indonesia	Study	N/A
4.	Support on Strengthening Indonesia South-South and Triangular Cooperation		Indonesia	Study	N/A
5.	The international conference on south-south and triangular cooperation: Toward country-led knowledge hubs		Indonesia	Others	200
6.	Project on Knowledge Management for South South Cooperation (KM-SSC)		Indonesia	Project	N/A
7.	Capacity Development Project for South-South and Triangular Cooperation (CADEP) pipeline	Indonesia	Project	N/A	

## Project Implementation Layer: projects to assist other developing countries

TCTP: Third Country Training Programme, TCE: Third Country Expert, TEX: Technical Exchange, SUP: Supplementary Training

No.	Title	Partner Institution in Indonesia	Beneficiary Country	Type	Total Participant
<b>Finance</b>					
1.	Dialogue Program for the Improvement of Property Tax in Palestine	Finance Education and Training Agency, Ministry of Finance	Palestinian Authority	TCTP (In-bound)	8
2.	The TCTP on Micro Finance for African Region: Managing Micro Finance Institution	Non-Aligned Movement, Centre for South-South Technical Cooperation (NAM-CSSTC)	Ethiopia, Kenya, Namibia, Uganda	TCTP (In-bound)	11
<b>Development plan, governance</b>					
3.	Training for Strengthening the Monitoring and Evaluation Capacity of the Ministry of Finance and Economic Planning in Ghana with The Project for Planning and Budgeting Reform for the Performance-Based Budgeting (PBB) System Implementation in Indonesia	National Development Planning Agency (BAPPENAS)	Ghana	TCTP (In-bound)	13
4.	Capacity Building for Poverty Reduction	Center for Economic and Social Study (CESS)	Timor-Leste, Ethiopia, Cambodia, Kenya, Laos, Vietnam, Palestinian Authority	TCTP (In-bound)	20
5.	The Participatory Community Development Training for Afghanistan (First Batch)	Center for Economic and Social Study (CESS)	Afghanistan	TCTP (In-bound)	16
6.	Technical Exchange visit to the Rep. of Indonesia to Sulawesi CD Project under the Local Govt. Decentralization Project Phase III of Bhutan	Regional Development Planning Agency (BAPPEDA), Sulawesi Capacity Development Project, Makassar	Bhutan	TEX (In-bound)	12
7.	Technical Exchange visit of the Project for Capacity Development for Implementing the Organic Law at Capital and Provincial Level (PILAC2)	National Development Planning Agency (BAPPENAS), Ministry of Home Affairs, Regional Development Planning Agency (BAPPEDA) of South Sulawesi Province	Cambodia	TEX (In-bound)	6

8	The Exposure visit of JICA Tanzania Cooperation Project to Sulawesi Capacity Development Project in Indonesia	National Development Planning Agency (BAPPENAS), Ministry of Home Affairs, Regional Development Planning Agency (BAPPEDA) of South Sulawesi Province	Tanzania	TEX (In-bound)	11
9	The Preparation Mission for Training in Indonesia for Promotion of Community Participatory Approach for Afghanistan	BAPPENAS, RISE Project, Capacity Development Project Makassar	Afghanistan	Mission (In-bound)	2
10	JICA's Country Focused Training Course in Community Policing for Democratic Republic of Timor-Leste (J1121990)	Indonesia National Police (INP)	Timor-Leste	SUP (In-bound)	6
<b>South-South and Triangular Cooperation</b>					
11	Project Formulation Mission for the East Asian Cooperation for the Palestinian Authority	Ministry of Foreign Affairs	Palestine	Mission (In-bound)	11
12	The Indonesia-Japan Joint Fact Finding Mission for Palestine Refugees	Directorate of Technical Cooperation, Ministry of Foreign Affairs	Palestine	Mission (Out-bound)	6
<b>Public works &amp; transportation</b>					
13	Infrastructure in Road Sectors, South-South and Triangular Cooperation Between Indonesia, Timor-Leste And JICA Batch I	Education and Training Center, Secretariat General, Ministry of Public Works (PUSDIKLAT-PU)	Timor-Leste	TCTP (In-bound)	10
14	Infrastructure in Road Sectors, South-South and Triangular Cooperation Between Indonesia, Timor-Leste And JICA Batch II				10
15	Infrastructure in Road Sectors, South-South and Triangular Cooperation Between Indonesia, Timor-Leste And JICA Batch III				9
16	Infrastructure in Road Sectors, South-South and Triangular Cooperation among the Govt. of Indonesia, the Govt. of Timor-Leste, and the JICA, FU Team I			Mission (Out-bound)	2
17	Infrastructure in Road Sectors, South-South and Triangular Cooperation among the Govt. of Indonesia, the Govt. of Timor-Leste, and the JICA, FU Team II				2
18	Third Country Technical Exchange from Cambodia	Ministry of Transportation	Cambodia	TEX (In-bound)	12
19	The Exposure visit of JICA Sri-Lanka Cooperation Project to the Project for Water Service Improvement in Mamminasata Metropolitan Area in South Sulawesi Province	Ministry of Public Works, Regional Development Planning Agency (BAPPEDA) South Sulawesi Province	Sri-Lanka	TEX (In-bound)	6
20	International Seminar on Urban Development in Asia and Africa	"Ministry of Public Works,	Dakar, Senegal	Mission (Out-bound)	4
<b>Private sector development</b>					
21	Training on Business and Technology Incubator Management for Palestine	Directorate of Technical Cooperation, Ministry of Foreign Affairs	Palestinian Authority	TCTP (In-bound)	17
22	Palestinian Industrial Estates and Free Zones Authority (PIEFZA)	Directorate General of International Industrial Cooperation, Ministry of Industry, Investment Coordination Board	Palestine	TEX (In-bound)	5
23	Seminar and Workshop on Measurement Standards in Indonesia	Indonesian Institute of Science (LIPI), Calibration, Instrumentation, and Metrology (KIM LIPI)	Thailand	Mission (In-bound)	5
<b>Agriculture &amp; fishery</b>					
24	Training Course of Artificial Insemination on Dairy Cattle for Developing Countries	Directorate General of Livestock Services, Ministry of Agriculture (Singosari Artificial Insemination Center)	Sri Lanka, Sudan, Kenya, Laos, Afghanistan, Vietnam, Myanmar, Bangladesh, Cambodia, Timor-Leste, Thailand	TCTP (In-bound)	19

# List of Projects

25	Project for Rice Productivity Improvement in Central Highland in Madagascar <Research engineering>	Indonesia Center for Agricultural Engineering Researcher Development (ICAERD), Agency of Agricultural Research Development, Ministry of Agriculture	MADAGASCAR	TCE (Out-bound)	1
26	Project for Rice Productivity Improvement in Central Highland in Madagascar <Research engineering>	Agency for Agricultural Extension and Human Resource Development, Ministry of Agriculture			1
27	TCTP on Vegetable and Fruit Production (Including Post-Harvest and Agro-Processing)	Directorate General of Aquaculture, Ministry of Marine Affairs and Fisheries	Palestinian Authority	TCTP (In-bound)	12
28	TCT on Fish Seed Production & Aquaculture Technology for FAIEX-II Project of Cambodia		Cambodia	TEX (In-bound)	10
<b>Health</b>					
29	International Training on Strengthening District Health Planning in the era of decentralization for improvement of the health status of children and mothers	Ministry of Health	Laos, Vietnam, Morocco	TCTP (In-bound)	7
30	Invitation of Kenyan Delegates as observers at Maternal & Child Health Handbook Third Country Training in Indonesia	Directorate General of Nutrition, Maternal and Child Health, Ministry of Health	Kenya	Mission (In-bound)	2
<b>Education</b>					
31	Preparatory Survey on Triangular Cooperation in Capacity Development of Mathematics and Science Educators (TCTP in Indonesia)	Indonesia University of Education (UPI) Bandung	Ethiopia	Mission (In-bound)	2
32	Capacity Development for Research-based Policy Formulation towards Quality Improvement in Education (J1100897)	Indonesia University of Education (UPI) Bandung	Botswana, Ethiopia, Benin, Ghana, Zambia, Burkina Faso, Japan	SUP (In-bound)	12
33	The Study visit from JICA Non-Formal Education Promotion Project in Pakistan	Bureau of Planning and International Cooperation, Ministry of National Education	Pakistan	TEX (In-bound)	12
<b>Higher Education</b>					
34	Education for Computer based Industrial Automation	Electronic and Electronic Polytechnic Institute of Surabaya (EEPIS)	Rwanda, Kenya, Vietnam, Cambodia, Myanmar, Bangladesh, Nepal, Palestinian Authority, Tanzania	TCTP (In-bound)	13
35	The Activity Course for the JICA project the Strengthening the Capacity of TCT Rwanda FY 2012 <Micro Controller>	Electronic and Electronic Polytechnic Institute of Surabaya (EEPIS)	RWANDA	TCE (Out-bound)	1
36	Dispatch of Short-term Expert in Faculty Management on the Project for Capacity Development of Faculty of Engineering Science and Technology National University of Timor-Larosa'e (CADEFEST Project)	Electronic and Electronic Polytechnic Institute of Surabaya (EEPIS)	Timor-Leste	Mission (Out-bound)	1
<b>Others</b>					
37	The Third Country Training (The International Training Program on Documentary TV Program Production for Asian and African Countries)	Multi Media Training Center (MMTC)	Bhutan, Timor-Leste, Myanmar, Cambodia, Indonesia	TCTP (In-bound)	11
38	Technical Exchange Study visit from Timor-Leste on ASEAN	JICA Indonesia Office	Timor-Leste	TEX (In-bound)	5
39	Supplementary Program for JICA's Training on Capacity Development for Carbon Budget Measurement of Tropical Forests to Reach climate Change (CIMPRTOP)	Center for International Cooperation in Management of Tropical Peatland (CIMTROP), Palangkaraya	Laos, PNG	SUP (In-bound)	6
40	Scholarship to Japan: Future Leader's Program for International and Regional Cooperation (Master's Degree)	University of Waseda, Tokyo, Japan	Indonesia	Training in Japan	2
41	Scholarship to Japan: Peace and Conflict Studies (Master's Degree: International Studies)	Tokyo University of Foreign Studies, Tokyo, Japan			1





Japan International Cooperation Agency

**Japan International Cooperation Agency (JICA)**

Indonesia Office

Sentral Senayan II, 14 floor, Jl. Asia Afrika 8, Jakarta Pusat 10270,  
Indonesia

Tel. (62-21) 5795 - 2112

Fax. (62-21) 5795 - 2116

Homepage: [www.jica.co.jp](http://www.jica.co.jp)