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THE GOVERNMENT OF INDONESIA

**Republic of Indonesia**  
**Case Study for Indonesia's Capacity of**  
**South-South and Triangular Cooperation**

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This study is to support the National Coordination Team (NCT) on South-South and Triangular Cooperation, the Government of Indonesia

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**Table of Contents..... i**

**List of Abbreviations ..... ii**

**Executive Summary ..... 1**

***Ringkasan Eksekutif (Bahasa Indonesia)..... 9***

**Chapter 1 – Introduction..... 18**

**Chapter 2 – Methods and Instruments ..... 22**

**Chapter 3 – Case Study Timor-Leste..... 25**

**Chapter 4 – Case Study Gambia and Tanzania ..... 36**

**Chapter 5 – Case Study Namibia ..... 65**

**Chapter 6 – Lessons Learned and Recommendation..... 75**

**Appendix 1A –Interviews Schedule for Case Study ..... A-1**

**Appendix 1B – Site Visits to Partner Countries ..... A-6**

**Appendix 2 – List of References and Documents Collected..... A-7**

**Appendix 3 – Workshop Case Study for Indonesia’s Capacity of South-South and Triangular  
Cooperation..... A-10**

**Appendix 4 – Set of Questionnaires& Interview Guidelines ..... A-14**

## List of Abbreviations

ANRP	Agricultural and Natural Resources Policy
APBN	<i>Anggaran Pendapatan dan Belanja Negara</i> (National Government Budget)
ARFTC	Agriculture Rural Farmers' Training Centre
Bappenas	<i>Badan Perencanaan Pembangunan Nasional</i> (National Development Planning Agency)
BPPSDM	<i>Badan Pengembangan dan Pemberdayaan Sumber Daya Manusia</i> (Center for Human Resources Development and Capacity Building)
B-to-B	Business-to-Business
CARD	Coalition for African Rice Development
CSOs	Civil Society Organizations
CV. KHS	CV. Karya Hidup Sentosa
EAAPP	Eastern Africa Agriculture Productivity Project
FAO	Food and Agriculture Organization
FARTC	Farmers Agriculture Rural Training Centre
FFS/IPPM	Farmer Field Schools/Integrated Pest and Production Management
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GNAIP	Gambia National Agriculture Investment Plan
Gol	The Government of Indonesia
GoJ	The Government of Japan
GoTL	The Government of Timor-Leste
G-to-G	Government to Government
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IA	Implementing Agency
IFF	Indonesian Farmers' Fund
JACC	Joint Agriculture Cooperation Committee
JICA	The Japan International Cooperation Agency
K/L	<i>Kementerian/Lembaga</i> (Line Ministries)
KATA Afrika	Alumni Group of Experts Assigned in Africa
KSST	<i>Kerjasama Selatan dan Triangular</i>
KTNA	<i>Kontak Tani Nelayan Andalan</i> (National Outstanding Farmers and Fishermen Association)
LPEM FEUI	<i>Lembaga Penyelidikan Ekonomi dan Masyarakat - Fakultas Ekonomi Universitas Indonesia</i> (Institute of Economic and Social Research - Faculty of Economics University of Indonesia)
MAWF	Ministry of Agriculture, Water and Forestry of Namibia

MoA	Ministry of Agriculture
MoAFC	Ministry of Agriculture, Food Security and Cooperatives
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoPW	Ministry of Public Works
MoU	Memorandum of Understanding
NAM CSSTC	Non-Aligned Movement Center of South-South and Triangular Cooperation
NCT	National Coordination Team
NCT-SSTC	National Coordination Team - South-South and Triangular Cooperation
P4S	<i>Pusat Pelatihan Pertanian dan Pedesaan Swadaya</i> (Farmers Agriculture Rural Training Center)
PAGE	Programme for Accelerated Growth and Employment
Setneg	<i>Kementerian Sekretariat Negara</i> (State Secretary)
SRI	System of Rice Intensification
SSTC	South-South and Triangular Cooperation
ToR	Terms of Reference
UGM	<i>Universitas Gadjah Mada</i> (Gadjah Mada University)
UNAM	University of Namibia
US\$	United States Dollar
U-to-U	University-to-University
YAMPI	<i>Yayasan Amal Masyarakat Pertanian Indonesia</i>

1. Under South-South and Triangular Cooperation (SSTC), Indonesia has implemented many international capacity buildings which contained plentiful constructive lessons for both Indonesia as well as partner countries. However, those lessons were rarely compiled and studied for further effective programs development. In order to gather important lessons, the study has been conducted to develop case studies so that the National Coordination Team – South-South and Triangular Cooperation (NCT-SSTC), in cooperation with related line ministries, can further develop effective programs under the framework of SSTC based on analysis of past and on-going practices of the Government of Indonesia (GoI). The objectives of case studies development are:
  - a. to comprehend existing programs development;
  - b. to study promoting and inhibiting factors as well as lessons learned;
  - c. to identify ways to improve the current practice of program development under the framework of SSTC.
2. The study consists of three cooperation programs which were selected based on: (i) mode of cooperation (bilateral and trilateral cooperation), (ii) geographical regions, and (iii) type of cooperation such as technical cooperation, economic cooperation, and participation by private sector and academics. Programs selected as case studies are:
  - a. *International, Triangular Cooperation on Road Sector (Timor-Leste);*
  - b. *Capacity Building Program of Apprenticeship and its After Care Program (Gambia and Tanzania);*
  - c. *Investment Leverage and Academic Exchange, collaboration with the Private and Academics (Namibia).*
3. In order to develop the case studies, three stages of activities conducted are: (i) document survey, (ii) site survey (in Indonesia and partner countries: Timor-Leste, Tanzania, and Gambia), and (iii) workshop. Analysis of the case study covers five perspectives, which are relevance, effectiveness, efficiency, sustainability, and impact. Moreover, lesson learned, promoting and inhibiting factors of the case study are also analyzed. During site survey, structured questionnaires and in-depth interview guidelines were used as instruments to gather information from resource persons. Resource persons in the study consisted of: NCT-SSTC, related line ministries, implementing agencies, related organization in other countries, alumni/target group in partner countries, and other institutions in partner countries.
4. The first case study is **Infrastructure in Road Sectors, South-South and Triangular Cooperation by the Government of Indonesia, the Government of Timor-Leste and the Japan International Cooperation Agency (JICA)** conducted in 2011-2012. The program was based on demand driven and conducted based on complement needs of Indonesia, Timor-Leste and Japan as follows: (i) the

needs of Timor-Leste to be supported in maintaining its infrastructure, especially roads and bridges, (ii) priority of Japan in delivering its program loan to finance Timor-Leste's infrastructure, and (iii) priority of Indonesia to support Timor-Leste as neighboring country. Japan, through JICA, suggested to implement such cooperation using a triangular cooperation model, which would strengthen the cooperation among stakeholders, which is called "Partnership of Triangular Cooperation".

5. The program was implemented by the Ministry of Public Works of Indonesia. The goal of the program was to strengthen the technical capacity of the Directorate of Road, Bridge and Flood Control, Ministry of Public Works Timor-Leste through the implementation of training programs and dispatch Indonesian follow-up teams to Timor-Leste on road and bridge construction and maintenance. The program consisted of: (i) four batches of capacity buildings, (ii) team missions to assess the effectiveness of capacity building, and (iii) final seminar and workshop in Timor-Leste to gather and disseminate results of the program.
6. Findings and analysis of the triangular cooperation are as follows:
  - a. The program on road rehabilitation was **very relevant** with the urgencies of Timor-Leste which prioritized the development of infrastructure, especially on road rehabilitation;
  - b. The program was **very effective and efficient in improving knowledge and skills** of participants. Participants have reached the program's goals, although, not long-term ones;
  - c. **Each country has gained positive impacts** of the program. Indonesia has received economic benefit from the cooperation, as many Indonesian companies have participated in the infrastructure development in Timor-Leste. On the other side, Timor-Leste has also benefited from the program. As local officers and some private contractors have been equipped with knowledge and skills, Timor-Leste has been supported and assisted in constructing and maintaining its roads and bridges' development;
  - d. The **program should be sustainable to achieve primary goal**. As the program has improved individual capability and capacity, though not on institutional level, there is a need to continue the program to achieve action plans constructed during the fourth batch.
7. Although there were several promoting factors, such as similar geographical conditions between Indonesia and Timor-Leste, using Indonesian language during training programs, and appropriate type of technical assistance, which enhanced the benefits of the capacity buildings, there were also several inhibiting factors which hampered the impact of the program in Timor-Leste, such as:
  - a. lack of experiences in implementing the knowledge in Timor-Leste side;
  - b. no clear organizational structure as well as structural laws and regulations on infrastructures (and related areas) as their guidelines in the development process; and
  - c. lack of regulations which caused problematic relationships among owner-supervisor-contractors.
8. The second case study, the **Capacity Building Program on Apprenticeship for Farmers in Gambia and Tanzania**, was capacity building programs aimed to assist African countries. The program can be classified into two periods:



- a. The first period was in 1985-2003 conducted by *Yayasan Amal Masyarakat Pertanian Indonesia* (YAMPI), the Ministry of Agriculture of Indonesia and managed by FAO (named Indonesia Farmers' Fund (IFF) program). The program assisted 23 African countries, with three main activities as follows:
    - Assistance program for agricultural production inputs and equipment;
    - Farmers apprenticeship program and experts dispatch to African countries;
    - Development of farmers training centers in Gambia-Tanzania.
  - b. The second period was conducted as a bilateral cooperation in agriculture sector, between Indonesia-Tanzania and Indonesia-Gambia under coordination of the Ministry of Agriculture and the Ministry of Foreign Affairs of Indonesia during 2004–2011. The Indonesian government considered that agriculture sector played an important role in foreign diplomacy and enhancing capacity of farmers in African countries considered as a soft diplomacy program. The main programs were:
    - Technical assistance to the Government of Tanzania and Gambia;
    - Assistance of agriculture equipment from Indonesia for Tanzania and Gambia;
    - Apprenticeship program for Tanzania and Gambia farmers;
    - Experts dispatch to Tanzania and Gambia.
9. Findings and analysis of the capacity building program on apprenticeship in agriculture sector for Gambia and Tanzania are as follows:
- a. Capacity building program in agriculture sector for both Tanzania and Gambia was considered relevant by the Government of Indonesia and partners countries (Tanzania and Gambia):
    - The program is **relevant with policy and development in Tanzania**, as national current priority is to become self-sufficient in rice in 2018. **The program was relevant with agriculture and development goals in Gambia**, as agriculture development is the main driver of the economy stipulated in the long-term vision and policies, as well as medium term strategic development programs;
    - The program is also **relevant with Indonesia's national priority and sectoral development**, as assisting the two countries can be an entry point of Indonesia for further enhancing its roles in Eastern and Western part of Africa in order to strengthen Indonesia's position in international cooperation, both in agricultural sector and in global economic development.
  - b. There are several analysis and assessments which have been conducted for **the program in the first period which show positive results of the program**:
    - Assessment by Martaamidjaja and Anwarhan (1996) stated that after apprenticeship program, most participants regarded their experience in both technical and social aspects as meaningful and useful. The program was a success program since it was conducted with a thorough assessment of training needs, careful selection of host farmers and field facilitators, and intensive supervision;
    - FAO assessment of IFF program in 2003 concluded that the 18 years of the Indonesian Farmers' Fund (IFF) have been a very interesting and productive experience which went through an evolution from (i) capital-intensive emergency and non-emergency input

- distribution to (ii) an exchange program for training of selected African farmers in Indonesia to (iii) the establishment of training center in two regions of Africa to allow Indonesian farmers and experts to train African farmers on a larger scale and in their own environment.
- Many related stakeholders in Indonesia (Ministry of Agriculture of Indonesia and YAMPI) and stakeholders in Gambia and Tanzania (Ministries of Agriculture in both countries, and management of farmers training centers – Jenoi ARFTC and Mkindo FARTC), considered that the program was successful in supporting African countries to increase their rice production.
- c. The program, especially the one in Period I (1985-2003), has **benefited for both Indonesia and the partner countries** (especially Tanzania and Gambia):
- The establishment of farmers’ training centers in Tanzania and Gambia have given positive impacts to individual and group of farmers in both countries, and to rice production in the countries. The existence of the center is very useful since it is a place where farmers met, trained and exchanged ideas for improving their farming skills;
  - The program has given several positive impacts for Indonesia:
    - Establishment of non-governmental organization for farmers (YAMPI), which originally was established to manage implementation of IFF program from the Indonesian side. Currently, YAMPI is one prominent organization that supports welfare of farmers in Indonesia;
    - Increased capacity of P4S (farmers’ training center) in Indonesia, since they have been hosting foreign farmers for apprenticeship program in Indonesia;
    - Positive perception of people in Tanzania and Gambia (especially in agriculture sector) towards Indonesia. This intangible impact, is nonetheless very important, especially if the Government of Indonesia want to increase its participation and role in Africa;
    - Opportunity for Indonesian agriculture producers to export their products to Gambia and Tanzania. Farmers in the respective countries found that agriculture equipment from Indonesia were suitable for their production.
- d. Implementation of the **program in the second period (2004-2011) was still fragmented** and there was no bigger picture on what to be achieved in longer term by conducting the activities. Hence, the next step in order to sustain the program and achieve longer-term benefits is to develop a more comprehensive cooperation program.
10. There are some promoting factors from the case study which boosted success of the programs, as follows:
- a. The program was initiated based on the needs of partner countries;
  - b. Condition of agriculture sector in the partner countries is similar to Indonesia;
  - c. Development of in-line policies in both partner countries as well as in Indonesia;
  - d. Support of line ministries and implementing agencies in Indonesia;
  - e. Support of organizations and people in partner countries; and
  - f. Support from development partner, such as FAO.

11. However, there are also some inhibiting factors which impeded results of the programs, as follows:
  - a. Obstacles during the implementation of the program, such as cultural differences between African and Indonesian, inappropriate participants who attend the training, languages differences, and limited period of training;
  - b. Limited capacity of training centers in partner countries, such as limited rooms/capacity for participants, little financial support from governments, unskilled staff in the training centers;
  - c. Limited financial support for follow-up programs;
  - d. Limited clarity of governance and institutions relationship, such as unclear coordination among related ministries in Indonesia, the absence of Indonesian Embassy in Banjul-Gambia, and transfer of official staffs which caused lack of communication and coordination among government institutions in Gambia;
  - e. Frequent extreme climate condition which hampered agriculture activities and caused crop failures in Gambia.
  
12. The third case study, **Investment Leverage and Academic Exchange, Collaboration with Private and Academics in Agriculture Sector** was initiated in 2009 by the University of Namibia and Gadjah Mada University, which was then followed up by the government-level agreement between the two countries in 2011. At first, University-to-University cooperation was triggered by the national food security program in agriculture (rice production) in Namibia. Some activities under the U-to-U coordination were university activities (experts dispatch and provision of agriculture inputs), and private sector activities that supplied agricultural equipment such as hand tractors, rice threshers, and rice transplanters.
  
13. The University-to-University level was followed up by a Government-to-Government agreement when the Ministry of Agriculture of Indonesia signed the MoU with the Ministry of Agriculture, Water and Forestry of Namibia in March 2011. Unfortunately, there was no activity following up the G-to-G during 2012 since Namibia was perceived not as the primary focus of the Ministry of Foreign Affairs of Indonesia in the near future.
  
14. Findings and analysis of the investment leverage and academic exchange in Namibia are as follows:
  - a. The program is considered **relevant to Namibia's national planning**, as the purpose of this University-to-University cooperation was to assist Namibia in order to ensure their vision 2030 food security program both in national and households level;
  - b. **Namibian farmers perceived that the resource persons dispatched and agriculture equipment proposed were appropriate** to their needs, and thus were willing to apply what was shared and to operate hand tractors purchased from Indonesia;
  - c. The farmers in Namibia mentioned that their **knowledge and skills have increased** significantly in several areas, such as assembling newly acquired hand tractors and their implements, repairing and conducting maintenance of hand tractors; rice irrigation and post-harvest activities; and others. In the meantime, Indonesia has also benefited from the programs, such as increased ability to provide international/overseas training, increased role of Indonesia as many citations in Namibia have publicly mentioned, and increased opportunity of private sectors to

- open new markets in Namibia;
- d. Unfortunately, there is still **no clear activities/program which can sustain the coordination**, although an MOU between two countries has been signed in 2011.
15. Despite of short period of cooperation, the U-to-U coordination was considered successful, because of several promoting factors, such as:
- a. Strong bond between countries, especially due to the Asia Africa Conference in Bandung.
  - b. Big role of Indonesian Embassy in Windhoek, Namibia, that actively involved in engaging initial cooperation between Namibia and Indonesia.
  - c. The Government of Namibia has a national program in food security to reduce high level of imported food to the country (up to 75%) and to lower price of rice. The price of rice in the country is relatively high due to high transportation cost since it is imported through South Africa.
  - d. The financial strength of Namibia derived from mining (diamonds, uranium, zinc, gold and copper).
  - e. Large farms and already-determined locations (in the Northeast and Northwest Namibia) for the development of rice cultivation,
  - f. Location similarity with Indonesia (geographic and the types of soil); and
  - g. Agricultural technologies used in Indonesia is suitable with the needs of Namibia.
16. However, there were also some inhibiting factors that can be drawn from the program, which are:
- a. Hard climate and soil condition in Namibia;
  - b. Limited financial support which hampered cooperation between UGM and UNAM;
  - c. Heavy dependence on personal approach of lecturers in both universities;
  - d. Different cultures and customs in African society;
  - e. Limited access to financial institutions for private sector;
  - f. Limited reliable telecommunication network;
  - g. Different type of the majority of food in the partner country (e.g. dates farming does not need hand tractor); and
  - h. The absence of Namibia Embassy or High Commission in Indonesia.
17. There are several **lessons learned** that can be drawn from the three case studies as follows:

#### **Program Design**

- a. Cooperation in the three case studies presented here is considered as effective models since they are based on the needs of each country, and proven benefited each country. The three case studies showed that the program was firstly initiated due to the needs and demand of partner countries. From Indonesia's side, those cooperation are also effective in introducing Indonesia's capacity, promoting Indonesian business internationally, as well as achieving national priority.

- b. In order to assure sustainability of the program both in Indonesia and in partner countries, the programs have to be in line with development target and policy in both partner countries and Indonesia. It is important that both countries have sense of belonging of the programs, so that they are willing to allocate resources (such as human resources, financial resources, supporting facilities) to implement the program in the longer term.
- c. In designing South-South and Triangular Cooperation program, a comprehensive design is a must which includes planning, reporting, evaluation, and further follow up for future program. Development program should be designed in a series of activities within a certain period of time. A one-time short development program will only give tiny impacts (if any) for partner countries and Indonesia.
- d. Program for South-South and Triangular Cooperation can be developed under different types of cooperation between Indonesia and partner countries. The cooperation can initially be developed with G-to-G or U-to-U cooperation, which later enhance into B-to-B cooperation. The existence of bilateral MoU should become an *umbrella* for the cooperation between the two countries to enhance a more productive, diversified cooperation between the countries. In order to have broader and longer term benefits of the program, Government-to-Government cooperation was later established.
- e. Assessment is one of important factors for the success of the program. Initial assessment on the needs and current condition of partner country will determine the implementation and success of the program. The program has to be comprehensively designed from planning to evaluation to assure continuous improvement of the program. Planning of the program should include a development of constructive vision (setting goals, target groups, partners, outputs, outcome), adequate legal support and documentation, time frame of the program, financial resources, and planning for monitoring and evaluation (aspects to be evaluated, evaluation criteria, etc.).

### **Institution and Coordination**

- f. Coordination among line ministries for South-South and Triangular Cooperation is necessary for future program development in order to make combinations of different ministries' capacities. It is expected that Indonesia can develop a comprehensive program mapping under SSTC. In addition, the mapping can also provide information for development partners concerning countries, sectors and methods of interventions to be supported.
- g. The success of existing programs strongly depends on individual's roles, and less on institutional roles. Some individuals within organizations in both countries have strong commitment to implement the program. In short term, the program can be successful, however, sustainability of the program is limited. In order to sustain the program, the role of institution should be enhanced.

### **Resources in Indonesia**

- h. In order to meet demand from partner countries, it has to be assured that Indonesia has a comparative advantage in the relevant sector and furthermore, the program has to be designed together with partner countries and/or development partner, to meet the needs and condition of partner countries.
- i. Capacity of implementing agency is also one of important factors for the success of South-Southland Triangular Cooperation program. Capacity of implementing agencies in Indonesia has to be continuously promoted. In order to manage international development programs, the implementing agencies need to acquire knowledge and management skills. For example, in the case of apprenticeship program in agriculture sector, P4S as self-managed farmers' training center in Indonesia that hosts foreign farmers, needs to be supported, so they can improve their performance. Availability of Indonesian resources, i.e. experts, modules, instructors, experiences, etc., has to be tailored and combined in such packages in order to transfer knowledge in international development programs.
- j. The financing method of a program plays significant role in order to sustain the program. Therefore, it is important to determine a proper financial scheme in implementing cooperation program. Financial support for international program is usually considered as a major impediment for implementation and sustainability of the international cooperation program. Increase budget allocation of national budget (APBN) for SSTC programs is one option to sustain the international cooperation program. Other sources of finance should be also considered (among others: Eximbank of Indonesia, fund from international development partner, and participation of business sector).

### **Role of Development Partner**

- k. In triangular cooperation, contribution of development partner in planning, implementation and evaluation process of the program, is important for the effectiveness of the program. By closely working together with development partner, government officials from related countries can enhance their capacity in developing, managing, implementing, and evaluating international development program.

### **Role of Private Sector**

- l. The involvement of private sector in the SSTC framework must be improved. Government institutions are to encourage private sectors' involvement by providing rules and regulations on how private sector can be involved in SSTC program. In order to encourage participation of private sectors, the Government of Indonesia can create conducive environment for private sector, so that they are encouraged to export their products and have business relationship with partner countries.

1. Di dalam kerangka Kerjasama Selatan-Selatan dan Triangular (KSST), Indonesia telah banyak melaksanakan peningkatan kapasitas internasional yang memiliki pelajaran berharga dan konstruktif baik bagi Indonesia maupun negara-negara mitra. Akan tetapi, pelajaran tersebut jarang sekali dikumpulkan dan dipelajari lebih lanjut dalam pelaksanaan program lanjutan yang efektif. Dalam rangka mengumpulkan pelajaran penting tersebut, sebuah studi kasus telah dilakukan agar Tim Koordinasi Nasional – Kerjasama Selatan-Selatan dan Triangular (Timnas-KSST), bekerja sama dengan kementerian terkait lainnya, dapat mengembangkan program-program efektif di dalam kerangka KSST berdasarkan analisis praktek masa lalu dan praktek berjalan Pemerintah Indonesia. Tujuan dari pengembangan studi kasus tersebut adalah:
  - a. untuk mendapatkan pemahaman mengenai perkembangan program berjalan;
  - b. untuk mempelajari faktor pendukung dan penghambat serta pelajaran yang bisa dipetik;
  - c. untuk mengidentifikasi cara yang dapat meningkatkan praktek pengembangan program berjalan di dalam kerangka KSST.
  
2. Studi tersebut terdiri dari tiga program kerjasama yang dipilih berdasarkan: (i) modus kerjasama (kerjasama bilateral dan trilateral), (ii) wilayah geografis, dan (iii) tipe kerjasama seperti kerjasama teknis, kerjasama ekonomi dan partisipasi sektor swasta dan akademisi. Program terpilih sebagai studi kasus adalah:
  - a. *International, Triangular Cooperation on Road Sector* (Timor-Leste);
  - b. *Capacity Building Program of Apprenticeship and its After Care Program* (Gambia and Tanzania);
  - c. *Investment Leverage and Academic Exchange, collaboration with the Private and Academics* (Namibia).
  
3. Dalam rangka mengembangkan studi kasus tersebut, tiga tahap kegiatan yang dilakukan antara lain: (i) Survei Dokumen, (ii) Survei Lapangan (baik di Indonesia maupun di negara-negara mitra: Timor-Leste, Tanzania dan Gambia), dan (iii) Lokakarya. Analisis studi kasus itu meliputi lima perspektif yaitu relevansi, efektifitas, efisiensi, keberlanjutan dan dampak. Selain itu, studi kasus ini juga akan menganalisa mengenai pelajaran yang bisa diambil, faktor pendukung dan penghambat program. Selama survei lapangan, kuesioner terstruktur dan panduan wawancara mendalam digunakan sebagai instrumen dalam mengumpulkan informasi dari narasumber. Narasumber untuk studi/penelitian ini terdiri dari: Timnas-KSST, kementerian/lembaga terkait, lembaga pelaksana, organisasi terkait di negara mitra, alumni/kelompok sasaran di negara mitra dan institusi lainnya di negara mitra.

4. Studi kasus pertama yang dibahas adalah *Infrastructure in Road Sectors, South-South and Triangular Cooperation by the Government of Indonesia, the Government of Timor-Leste and the Japan International Cooperation Agency (JICA)* yang dilakukan di tahun 2011-2012. Program ini didasarkan adanya dorongan permintaan dan dilakukan berdasarkan kebutuhan saling melengkapi antara Indonesia, Timor-Leste, dan Jepang sebagai berikut: (i) kebutuhan Timor-Leste untuk didukung dalam memelihara infrastruktur, terutama jalan dan jembatan, (ii) prioritas Jepang dalam memberikan program pinjaman untuk membiayai infrastruktur Timor-Leste, dan (iii) prioritas Indonesia untuk mendukung Timor-Leste sebagai negara tetangga. Jepang melalui JICA, menyarankan untuk melaksanakan kerjasama tersebut dengan menggunakan model kerjasama triangular, yang akan memperkuat kerjasama antar pemangku kepentingan, yang disebut "Kerjasama Kemitraan Segitiga".
5. Program ini dilaksanakan oleh Kementerian Pekerjaan Umum Indonesia. Tujuan dari program ini adalah untuk memperkuat kapasitas teknis Direktorat Jalan, Jembatan dan Pengendalian Banjir, Kementerian Pekerjaan Umum Timor-Leste melalui pelaksanaan program pelatihan dan pengiriman tim tindak lanjut Indonesia ke Timor-Leste terhadap konstruksi dan pemeliharaan jalan dan jembatan. Program ini terdiri dari: (i) empat tahap pengembangan kapasitas, (ii) pengiriman tim untuk menilai efektivitas program pengembangan kapasitas, dan (iii) seminar dan lokakarya akhir di Timor-Leste untuk mengumpulkan dan menyebarluaskan hasil program.
6. Temuan dan analisis kerjasama triangular Timor-Leste adalah sebagai berikut:
  - a. Program rehabilitasi jalan merupakan program yang sangat relevan dan penting bagi Timor-Leste yang memang memprioritaskan pembangunan infrastruktur (terutama rehabilitasi jalan);
  - b. Program ini sangat efektif dan efisien dalam meningkatkan pengetahuan serta keterampilan para peserta. Dengan kata lain, para peserta bisa dikatakan telah mencapai tujuan program, meski belum untuk jangka panjang;
  - c. Masing-masing negara telah memperoleh dampak positif dari program ini. Indonesia telah menerima manfaat ekonomi dari kerjasama karena banyak perusahaan Indonesia telah mampu berpartisipasi dalam proses pembangunan infrastruktur di Timor-Leste. Di sisi lain, Timor-Leste juga mendapatkan manfaat dari program ini dalam bentuk peningkatan pengetahuan dan keterampilan petugas lokal dan beberapa perusahaan kontraktor swasta yang berujung pada peningkatan kemampuan Timor-Leste dalam mendukung dan membantu pembangunan dan pemeliharaan jalan dan jembatan;
  - d. Program ini diharapkan bisa terus berlanjut untuk mencapai tujuan utama. Dengan adanya peningkatan kemampuan dan kapasitas individual, meski belum di tingkat institusi, terlihat adanya kebutuhan untuk keberlanjutan program untuk mencapai pelaksanaan rencana aksi yang dibuat selama tahap keempat.
7. Meski adanya faktor pendukung seperti kondisi geografis yang sama antara Indonesia dan Timor-Leste, penggunaan Bahasa Indonesia di dalam pelatihan dan tepatnya bantuan teknis yang meningkatkan manfaat dari pengembangan kapasitas, masih terlihat adanya beberapa faktor



penghambat di dalam program tersebut di Timor-Leste, seperti:

- a. Kurangnya pengalaman dalam menerapkan pengetahuan;
- b. Tidak adanya struktur organisasi serta struktur hukum dan peraturan yang jelas tentang infrastruktur (dan bidang terkait) sebagai pedoman Timor-Leste dalam proses pembangunan; dan
- c. Kurangnya peraturan yang mengakibatkan bermasalahnya hubungan antara pemilik-pengawas-kontraktor.

8. Studi kasus kedua, ***The Capacity Building Program on Apprenticeship for Farmers in Gambia and Tanzania***, merupakan program pengembangan kapasitas yang bertujuan membantu negara-negara Afrika. Program ini dapat dikategorikan ke dalam 2 periode:

- a. Periode PERTAMA adalah antara tahun 1985-2003 yang dilaksanakan oleh Yayasan Amal Masyarakat Pertanian Indonesia (YAMPI), Kementerian Pertanian Indonesia dan dikelola oleh FAO, yang disebut *Indonesia Farmers' Fund* (IFF). Program ini bertujuan membantu 23 negara Afrika dengan tiga jenis kegiatan utama, yaitu:
  - Program Bantuan untuk peralatan dan input produksi pertanian;
  - Program Magang Petani dan pengiriman tenaga ahli ke negara-negara Afrika;
  - Pembangunan pusat-pusat pelatihan petani di Gambia dan Tanzania.
- b. Periode KEDUA yang dilaksanakan dalam bentuk kerjasama bilateral di sektor pertanian antara Indonesia – Tanzania dan Indonesia – Gambia di bawah koordinasi Kementerian Pertanian dan Kementerian Luar Negeri Indonesia selama tahun 2004-2011. Pemerintah Indonesia menganggap bahwa sektor pertanian memainkan peranan penting dalam diplomasi luar negeri dan peningkatan kapasitas petani di negara-negara Afrika merupakan bentuk diplomasi lunak yang diterapkan. Program utamanya antara lain:
  - Bantuan teknis kepada Pemerintah Tanzania dan Gambia;
  - Bantuan peralatan pertanian dari Indonesia ke Tanzania dan Gambia;
  - Program magang bagi petani Tanzania dan Gambia;
  - Pengiriman tenaga ahli pertanian ke Tanzania dan Gambia.

9. Temuan dan analisis dari program pengembangan kapasitas di sektor pertanian bagi Gambia dan Tanzania adalah sebagai berikut:

- a. Program pengembangan kapasitas di sektor pertanian di Tanzania maupun Gambia dianggap relevan oleh Pemerintah Indonesia dan negara-negara mitra (Tanzania dan Gambia):
  - Program ini relevan dengan kebijakan dan pembangunan di Tanzania yang memiliki prioritas nasional untuk mencapai swasembada beras di tahun 2018. Program ini juga relevan dengan pertanian dan tujuan pembangunan di Gambia yang menitikberatkan sektor pertanian sebagai penggerak utama perekonomian sesuai dengan visi dan kebijakan strategis baik jangka panjang maupun menengah.
  - Program ini relevan dengan prioritas nasional dan pembangunan sektoral di Indonesia, dimana dengan membantu negara-negara di Afrika dapat menjadi pintu masuk untuk meningkatkan peran Indonesia di Afrika bagian Barat dan bagian Timur dalam hal kerjasama internasional di sektor pertanian dan pembangunan ekonomi global.

- b. Ada beberapa analisis dan penilaian yang telah dilakukan untuk program di Periode PERTAMA yang menunjukkan hasil positif dari program ini:
- Penelitian oleh Martaamidaja dan Anwarhan (1996) menyatakan bahwa setelah program magang, sebagian besar peserta menganggap pengalaman mereka dalam bidang teknis dan sosial sangat berarti dan berguna. Program ini dianggap sukses karena dilakukan dengan evaluasi secara menyeluruh terhadap kebutuhan pelatihan, pemilihan petani dan fasilitator lapangan, serta adanya pengawasan yang intensif;
  - FAO melakukan penilaian terhadap program IFF di tahun 2003 dan menyimpulkan bahwa program IFF yang telah berjalan selama 18 tahun merupakan pengalaman yang sangat menarik dan produktif melalui evolusi yang berawal dari (i) distribusi input darurat dan non darurat yang padat modal menjadi (ii) program pertukaran untuk pelatihan petani Afrika terpilih di Indonesia sampai ke (iii) pembentukan pusat pelatihan di dua wilayah Afrika yang memungkinkan petani dan tenaga ahli dari Indonesia untuk melatih petani Afrika pada skala yang lebih besar meski tetap berada di lingkungan sendiri;
  - Banyak pemangku kepentingan terkait di Indonesia (Kementerian Pertanian dan YAMPI) serta di Gambia dan Tanzania (Kementerian Pertanian di kedua negara dan pengelola *training center*— ARFTC di Jenoi dan FARTC di Mkindo) yang menyatakan bahwa program ini dianggap sukses karena telah berhasil mendukung negara-negara Afrika untuk melakukan peningkatan produksi padi mereka.
- c. Program ini, terutama yang di Periode PERTAMA (1985-2003) telah memberikan manfaat bagi Indonesia dan negara-negara mitra (Tanzania dan Gambia) dalam:
- Pembentukan pusat pelatihan petani di Tanzania dan Gambia yang telah memberikan dampak positif bagi individu dan kelompok petani di kedua negara, serta produksi beras di beberapa negara. Keberadaan pusat pelatihan sangat berguna karena dijadikan sebagai tempat bertemunya para petani, pertukaran dan pelatihan ide dalam meningkatkan keterampilan petani;
  - Program ini pun telah memberikan dampak positif bagi Indonesia:
    - Pembentukan organisasi non pemerintah untuk petani (YAMPI), yang awalnya hanya didirikan untuk mengelola pelaksanaan program IFF dari sisi Indonesia. Saat ini, YAMPI merupakan salah satu organisasi terkemuka yang mendukung kesejahteraan petani di Indonesia;
    - Pengembangan kapasitas P4S (Pusat Pelatihan Pertanian dan Pedesaan Swadaya) di Indonesia karena menjadi tuan rumah bagi para petani asing untuk program magang di Indonesia;
    - Persepsi positif dari masyarakat Tanzania dan Gambia (terutama di sektor pertanian) terhadap Indonesia. Dampak tidak terlihat ini ternyata sangat penting khususnya jika Pemerintah Indonesia berniat untuk meningkatkan partisipasi dan peran mereka di Afrika;
    - Peluang bagi produsen pertanian Indonesia untuk mengeksport produk mereka ke Gambia dan Tanzania. Para petani di masing-masing negara menyimpulkan bahwa

peralatan dari Indonesia sangat cocok untuk kebutuhan produksi mereka.

- d. Pelaksanaan program di Periode KEDUA (2004-2011) sayangnya masih tersebar dan tidak memiliki gambaran besar tentang apa yang harus dicapai secara jangka panjang dengan melakukan kegiatan termaksud. Oleh karena itu, langkah berikut untuk keberlanjutan program dan tercapainya manfaat jangka panjang adalah dengan mengembangkan program kerjasama yang lebih komprehensif.
10. Ada beberapa faktor pendukung dari studi kasus yang mempercepat keberhasilan program Gambia dan Tanzania antara lain:
    - a. Program dilaksanakan karena adanya kebutuhan dari negara mitra;
    - b. Kondisi sektor pertanian di di negara-negara mitra mirip dengan kondisi di Indonesia;
    - c. Pengembangan kebijakan yang sejalan di kedua negara mitra maupun di Indonesia;
    - d. Dukungan kementerian dan lembaga pelaksana di Indonesia;
    - e. Dukungan organisasi dan individu di negara-negara mitra; dan
    - f. Dukungan dari mitra pembangunan seperti FAO.
  11. Akan tetapi, ada pula faktor penghambat pelaksanaan program Gambia-Tanzania seperti:
    - a. Hambatan selama pelaksanaan program antara lain perbedaan budaya antara Afrika dan Indonesia, antara lain: perilaku peserta dalam pelatihan, perbedaan bahasa dan terbatasnya periode pelatihan;
    - b. Terbatasnya kapasitas pusat pelatihan di negara-negara mitra misalnya terbatas jumlah akomodasi, kecilnya dukungan dari Pemerintah serta kurangnya staf yang trampil di pusat-pusat pelatihan;
    - c. Terbatasnya dukungan pendanaan untuk tindak lanjut program;
    - d. Kurangnya hubungan yang jelas antara pemerintah dan lembaga dalam hal koordinasi antara kementerian terkait di Indonesia (kasus di Gambia dimana tidak ada Kedubes Indonesia di Banjul – Gambia), dan mudahnya pergantian di tingkat petugas pemerintahan yang menyebabkan kurangnya komunikasi dan koordinasi di antara lembaga pemerintah Gambia;
    - e. Kondisi iklim tahunan yang ekstrim yang mempengaruhi kegiatan pertanian dan menyebabkan gagalnya panen di Gambia.
  12. Studi kasus ketiga adalah ***Investment Leverage and Academic Exchange, Collaboration with Private and Academics in Agriculture Sector***, yang dimulai pada tahun 2009 oleh Universitas Namibia dan Universitas Gadjah Mada, yang kemudian ditindaklanjuti dengan adanya perjanjian antara pemerintah kedua negara di tahun 2011. Awalnya, kerjasama di tingkat universitas ini dipicu oleh program ketahanan pangan nasional di bidang pertanian (produksi padi) di Namibia. Beberapa kegiatan di bawah koordinasi kerjasama *U-to-U (University-to-University)* ini antara lain: pengiriman tenaga ahli dan penyuluh di sektor pertanian dan kegiatan sektor swasta yang memasok peralatan pertanian seperti traktor tangan, penghancur dan pemindah beras.
  13. Kerjasama antara universitas dan universitas tersebut diikuti oleh adanya kesepakatan pemerintah-

pemerintah ketika Kementerian Pertanian Indonesia menandatangani Nota Kesepahaman dengan Kementerian Pertanian, Air dan Kehutanan Namibia di bulan Maret 2011. Sayangnya, tidak ada kegiatan lanjutan di tahun 2012 mengingat Namibia bukan merupakan fokus utama dari Kementerian Luar Negeri Indonesia dalam waktu dekat.

14. Temuan dan analisis dari studi kasus ketiga ini adalah:

- a. Program ini dianggap relevan dengan perencanaan nasional Namibia karena tujuan awal dibentuknya kerjasama antar-universitas ini adalah untuk membantu Namibia memastikan pencapaian program ketahanan pangan nasional di tahun 2030 baik di tingkat nasional maupun rumah tangga;
- b. Petani Namibia beranggapan bahwa narasumber yang dikirim dan peralatan pertanian yang diusulkan sangat cocok bagi kebutuhan mereka, sehingga mereka pun merasa senang untuk menerapkan apa yang telah dipelajari dan mengoperasikan traktor tangan yang dibeli dari Indonesia;
- c. Para petani Namibia menyebutkan bahwa pengetahuan dan keterampilan mereka telah meningkat secara signifikan di beberapa hal seperti kemampuan merakit traktor tangan serta penerapan, perbaikan dan pemeliharaan traktor tangan, irigasi sawah dan kegiatan pasca panen dan lain-lain. Sementara itu, Indonesia juga mendapatkan manfaat dari program seperti ini dalam hal peningkatan kemampuan memberikan pelatihan internasional/luar negeri, peningkatan peranan Indonesia banyak disebutkan secara umum dan peningkatan kesempatan pihak swasta untuk membuka pasar baru di Namibia;
- d. Sayangnya, masih belum ada kegiatan/program yang jelas yang dapat mempertahankan koordinasi meski Nota Kesepahaman sudah ditandatangani di tahun 2011 oleh kedua negara.

15. Terlepas dari singkatnya periode kerjasama, koordinasi antar-universitas dianggap berhasil karena beberapa faktor pendukung berikut:

- a. Ikatan yang kuat antara Indonesia dengan negara mitra berdasarkan Konferensi Asia Afrika di Bandung;
- b. Peran besar dari Kedutaan Besar Indonesia di Windhoek, Namibia yang secara aktif terlibat dalam melakukan kerjasama awal antara Namibia dan Indonesia;
- c. Pemerintah Namibia menetapkan adanya program nasional ketahanan pangan yang bertujuan menurunkan tingginya impor bahan pangan (75% bahan pangan adalah impor) serta menurunkan harga beras. Harga beras di negara ini relatif tinggi karena tingginya biaya transportasi mengingat beras harus diimpor melalui Afrika Selatan;
- d. Kekuatan pendanaan Namibia yang berasal dari sektor pertambangan (berlian, uranium, seng, emas dan tembaga);
- e. Luas dan sudah ditetapkannya lokasi lahan pertanian (di Timur Laut dan Barat Laut Namibia) untuk pengembangan budidaya padi;
- f. Kesamaan lokasi dengan Indonesia (secara geografis dan jenis tanah); dan
- g. Teknologi pertanian yang digunakan oleh Indonesia sesuai dengan kebutuhan Namibia.

16. Namun di sisi lain, beberapa faktor yang menjadi penghambat adalah:

- a. Kerasnya iklim dan kondisi tanah di Namibia;
- b. Keterbatasan dukungan pendanaan yang menyulitkan hubungan kerjasama antara Universitas Namibia dan Universitas Gadjah Mada;
- c. Ketergantungan yang tinggi terhadap pendekatan personal dari para dosen di kedua universitas;
- d. Perbedaan budaya dan adat istiadat di masyarakat Afrika;
- e. Terbatasnya akses terhadap lembaga keuangan untuk sektor swasta;
- f. Jaringan komunikasi yang handal juga terbatas;
- g. Berbedanya jenis makanan utama di negara mitra (misalnya perkebunan kurma tidak membutuhkan traktor tangan);
- h. Tidak adanya Kedutaan Besar Namibia di Indonesia.

17. Beberapa pelajaran yang dapat dipetik dari ketiga studi kasus di atas adalah:

### **Rancangan Program**

- a. Kerjasama di ketiga studi kasus yang disajikan disini dianggap sebagai model yang efektif karena didasarkan pada kebutuhan masing-masing negara dan terbukti menguntungkan masing-masing pihak. Ketiga studi kasus tersebut memperlihatkan bahwa program itu diawali dengan adanya kebutuhan dan permintaan dari negara-negara mitra. Dari sisi Indonesia, kerjasama juga dianggap efektif karena memperkenalkan kemampuan Indonesia, mempromosikan bisnis Indonesia di dunia internasional serta mencapai prioritas nasional.
- b. Sehubungan dengan penjaminan kesinambungan program baik di Indonesia maupun di negara-negara mitra, program itu harus sesuai dengan target pembangunan dan kebijakan di negara-negara mitra dan Indonesia. Penting sekali bagi kedua negara untuk mempunyai rasa memiliki terhadap program tersebut, sehingga mereka bersedia untuk mengalokasikan sejumlah sumber daya (seperti sumberdaya manusia, keuangan dan sarana pendukung) untuk melaksanakan program ini dalam jangka panjang.
- c. Dalam merancang program pembangunan internasional, desain yang komprehensif yang mencakup perencanaan, pelaporan, evaluasi dan selanjutnya menindaklanjuti untuk program masa depan merupakan suatu keharusan. Pengembangan program harus dirancang dalam serangkaian kegiatan selama periode waktu tertentu. Sebuah program pembangunang singkat yang dilaksanakan satu kali saja akan berdampak kecil (jika ada) bagi negara-negara mitra dan Indonesia.
- d. Program KSST dapat dikembangkan dalam bentuk kerjasama yang berbeda antara Indonesia dan negara-negara mitra. Kerjasama ini bisa saja awalnya merupakan kerjasama pemerintah-pemerintah (*G-to-G*) atau universitas-universitas (*U-to-U*), yang kemudian diubah menjadi kerjasama bisnis. Adanya Nota Kesepahaman bilateral harus menjadi payung bagi kerjasama antara kedua negara untuk lebih meningkatkan produktifitas, diversifikasi kerjasama antar-negara. Untuk memiliki manfaat yang lebih luas dan bersifat jangka panjang, maka dibentuklah

kerjasama antar-pemerintah.

- e. Penilaian merupakan salah satu faktor penting bagi keberhasilan program. Penilaian awal terhadap kebutuhan dan kondisi terkini dari negara mitra akan menentukan pelaksanaan dan keberhasilan program. Program harus dirancang secara komprehensif mulai dari perencanaan hingga evaluasi untuk menjamin perbaikan program secara terus-menerus. Perencanaan program harus meliputi pengembangan visi yang konstruktif (menetapkan tujuan, kelompok sasaran, mitra, output dan *outcome*), dukungan serta dokumentasi hukum yang memadai, kerangka waktu program, sumberdaya keuangan, dan perencanaan pemantauan dan evaluasi (aspek yang akan dievaluasi, kriteria evaluasi dan lainnya).

### **Institusi dan Koordinasi**

- f. Koordinasi di antara Kementerian/Lembaga dalam KSST sangatlah diperlukan untuk menetapkan program di masa datang dalam mengkombinasikan kapasitas kementerian-kementerian yang berbeda. Indonesia diharapkan bisa membangun suatu program pemetaan di bawah KSST. Selain itu, pemetaan tersebut sebaiknya dapat memberikan informasi bagi mitra pembangunan berupa negara mana, sektor mana dan metode apa yang perlu diberikan dukungan.
- g. Kesuksesan program yang ada masih sangat bergantung pada peranan individu, dibandingkan peranan lembaganya. Beberapa individu di dalam organisasi-organisasi dari kedua negara memang memperlihatkan komitmen penuh untuk menjalankan program. Dalam jangka pendek, program memang bisa berhasil, tapi keberlanjutan program tersebut menjadi terbatas dengan kondisi demikian. Oleh karenanya, peranan institusi perlu ditingkatkan.

### **Sumber Daya di Indonesia**

- h. Dalam rangka memenuhi permintaan dari negara-negara mitra, harus diyakinkan bahwa Indonesia memiliki keunggulan komparatif di sektor yang relevan dan lebih jauh lagi, program ini harus dirancang bersama-sama dengan negara-negara mitra dan/atau mitra pembangunan, untuk memenuhi kebutuhan dan kondisi negara-negara mitra.
- i. Kapasitas lembaga pelaksana juga merupakan salah satu faktor penting bagi keberhasilan program KSST. Kapasitas lembaga pelaksana di Indonesia harus terus menerus dipromosikan. Untuk mengelola program pembangunan internasional, lembaga pelaksana harus memperoleh pengetahuan dan keterampilan manajemen. Misalnya, dalam kasus program magang di sektor pertanian, P4S sebagai pusat pelatihan petani swakelola di Indonesia yang menjadi tuan rumah bagi petani asing, perlu didukung, sehingga mereka dapat meningkatkan kinerja mereka. Ketersediaan sumber daya Indonesia, yaitu ahli, modul, instruktur, pengalaman, dan lain sebagainya, harus disesuaikan dan dikombinasikan dalam paket tersebut untuk mentransfer pengetahuan dalam program pembangunan internasional.

- j. Metode pembiayaan program memainkan peran penting untuk mempertahankan program KSST. Oleh karena itu, penting untuk menentukan skema keuangan yang tepat dalam melaksanakan program kerjasama. Dukungan dana untuk program internasional biasanya dianggap sebagai hambatan utama untuk pelaksanaan dan keberlanjutan program kerjasama internasional. Peningkatan alokasi anggaran (APBN) untuk program KSST adalah salah satu pilihan untuk mempertahankan program pembangunan internasional. Sumber-sumber keuangan harus juga dipertimbangkan (antara lain: Eximbank Indonesia, dana dari mitra pembangunan internasional, dan partisipasi sektor swasta).

#### **Peran Mitra Pembangunan**

- k. Dalam kerjasama triangular, kontribusi mitra pembangunan dalam perencanaan, pelaksanaan dan evaluasi proses program, sangat penting untuk efektivitas program. Dengan bekerjasama secara erat dengan mitra pembangunan, pejabat pemerintah negara-negara terkait dapat meningkatkan kapasitas mereka dalam mengembangkan, mengelola, melaksanakan, dan mengevaluasi program pembangunan internasional.

#### **Peran Sektor Swasta**

- l. Keterlibatan sektor swasta dalam rangka KSST harus ditingkatkan. Pemerintah perlu mendorong keterlibatan sektor swasta dengan menetapkan berbagai aturan terkait mengenai keterlibatan sektor swasta dalam program KSST. Dalam rangka mendorong partisipasi sektor swasta, pemerintah Indonesia dapat menciptakan lingkungan yang kondusif bagi sektor swasta, sehingga terdorong untuk mengeksport produk mereka dan memiliki hubungan bisnis dengan negara-negara mitra dalam kerangka KSST.

### **1.1. Background**

The Government of Indonesia (GoI) boasts a long and rich history of its engagement to support other developing countries, through South-South and Triangular Cooperation (SSTC). Since the beginning of SSTC engagement, Indonesia has produced and demonstrated remarkable outputs through capacity building activities to support other developing countries, i.e. trainings, expert dispatch, and on-the-job training (called apprenticeship). However, the program implementation was still fragmented, which results appear to be one-off engagement and give limited effects, except for a number of highly organized long-term engagements.

In order to continuously develop program under the framework of SSTC, past and on-going capacity building programs, such as apprenticeship, expert dispatch, or scholarship, should be further studied to capture lessons learned, promoting/inhibiting factors, and later to provide recommendations on how effective programs should be developed under by the National Coordination Team of SSTC (NCT-SSTC). The study attempts to capture such engagements as cases, conduct in-depth study, extracts promoting and inhibiting factors and lessons learned through participatory analysis and provide recommendations of how effectively programs are developed by NCT-SSTC.

### **1.2. Objectives**

The goal in developing the case studies is so that the NCT–SSTC, in cooperation to related line ministries, can further develop effective programs under the framework of SSTC based on analysis of past and on-going practices of the Government of Indonesia (GoI). Hence, the objectives of the study are:

1. to comprehend existing programs development;
2. to study promoting and inhibiting factors as well as lessons learned;
3. to identify ways to improve the current practice of program development under the framework of SSTC.



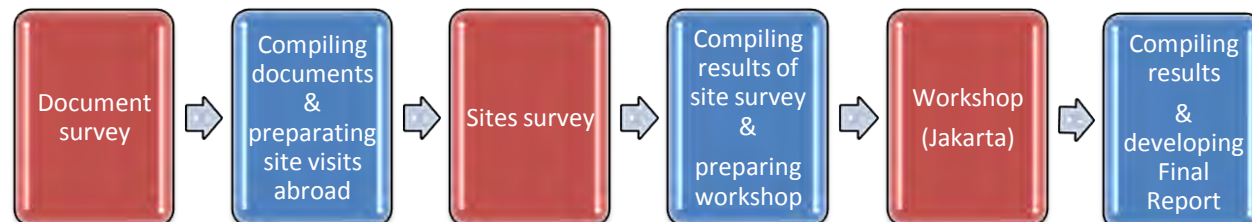
### 1.3. Scope and Methodology

In order to learn from the past and on-going development programs conducted by the GoI under the framework of SSTC, three potential programs are selected as case studies. The selected programs are identified, considering mode of cooperation (bilateral and trilateral), geographical regions, and type of cooperation such as technical cooperation, economic cooperation, and participation by private sector and academics. The selected case studies are:

1. International cooperation, triangular cooperation – road sector (Timor-Leste);
2. Capacity Building Program of Apprenticeship and its aftercare program (Gambia and Tanzania);
3. Investment leverage and academic exchange, collaboration with the private and academics (Namibia).

The development of case studies covers three stages of activity, which are: Document survey, Site survey, and Workshop. Summary of stages in conducting the activity is presented in the following figure. The overall activities are planned to be conducted in 5.5 months (mid October 2012 to end of March 2013).

**Figure 1.1. Stages on Developing Case Studies of SSTC**



#### Documentary Survey

In the first stage of the study, the team conducted initial discussions with 4 (four) government institutions included in NCT-SSTC, namely: National Development Planning Agency (Bappenas), Ministry of State Secretariat (Setneg), Ministry of Foreign Affairs (MoFA), and Ministry of Finance (MoF), as well as JICA as developing partner, in order to develop framework and methods of evaluation. Selected technical ministries whose implementing agencies have conducted related capacity building activities were invited to the discussions. Activities conducted includes: (i) collecting secondary data, (ii) literatures and (iii) desk reviews to capture basic information on the international capacity building program.

In order to gain in-depth information from the implementing agencies, based on inputs from Bappenas, State Secretariat, MoFA, related technical ministries and JICA, the team contacted implementing agencies to be interviewed. LPEM FEUI prepared open-questionnaires and interview guidelines, which were used as guidelines for in-depth interviews when conducting field visits. During this stage, the team

visited selected implementing agencies to gather information from key stakeholders, i.e. organizer, trainers, as well as collected data on capacity building programs and facilities. In each agency, the team conducted in-depth interviews with the head of implementing agency and persons in charge of international capacity building program in the organizations. The site visits conducted were important in order to observe the condition of the facilities and any other documents.

### **Sites Survey**

Based on the result of document survey, site visits to partner countries were determined in consideration of research outcome and feasibility. During the site visits, the team interviewed relevant stakeholders and its organization, development partners in the partner countries, and related authorities such as Embassy of Indonesia. The field visits were conducted as follows:

1. Timor-Leste : 26 – 27 November 2012
2. Tanzania and Gambia : 26 February to 8 March 2013

In each visit, the team consisted of: NCT-SSTC, related line ministries, JICA Indonesia, and researcher of LPEM FEUI. Details resource persons, schedule of interviews in Indonesia, and schedule of site visits are provided in **Appendix 1** of the report. Whereas, list of references, collected data and documents are provided in **Appendix 2**.

### **Workshop**

The workshop was conducted after site visits concluded, with purpose to share and discuss the three case studies. The inputs available at the workshop are reflected to the recommendation of this case study. Results of the workshop were compiled with the recommendation to be included in the Final Report of the study. The one-day workshop was conducted in Jakarta on March 20th, 2013 with 50 participants from NCT-SSTC, related line ministries, JICA Indonesia, LPEM FEUI, and other development agencies. Details program of the workshop is presented in **Appendix 3** of the report.

## **1.4. Coverage of the Final Report**

The Final Report covers the followings:

- Chapter 1: Introduction
- Chapter 2: Methods and Instruments
- Chapter 3: Case Study Timor-Leste: International Cooperation, Triangular Cooperation in Road Sector
- Chapter 4: Case Study Gambia and Tanzania: Capacity Building Program Apprenticeship in Agriculture Sector

- Chapter 5: Case Study Namibia: Investment Leverage and Academic Exchange, Collaboration with Private and Academics in Agriculture Sector
- Chapter 6: Lessons Learned and Recommendation

The case studies are analyzed covering five perspectives, which are: relevance, effectiveness, efficiency, sustainability, and impact. In developing the case studies, data collected are secondary data which related to the case studies, and primary data from discussion and interviews with prominent stakeholders. In collecting primary data and information, instruments that have been developed are: (i) open-questionnaire, and (ii) interview guidelines. Resource persons that have been interviewed are:

- a. NCT-SSTC in Indonesia;
- b. relevant line ministries in Indonesia;
- c. implementing agencies in Indonesia;
- d. alumni in the partner countries;
- e. organization of the alumni in partner countries;
- f. related development partner in partner countries

The instruments used for each respective resource person are presented on the table below. The set of instrument is presented in the **Appendix 4** of the report.

**Table 2.1. List of Instruments**

Stakeholder	Instruments for Timor-Leste Case Study	Instruments for Gambia – Tanzania Case Study
NCT and Line Ministry in Indonesia	<b>Form 1</b> - Interview guideline for NCT-SSTC and Line Ministries	
Implementing Agency in Indonesia	<b>Form 2</b> - Interview guideline for Implementing Agency	
Related Organization in Partner Country	<b>Form 3</b> - Interview guideline for related organization in partner countries	<b>Form 5</b> – Interview Guideline for Ministry of Agriculture <b>Form 6</b> – Interview Guideline for Partner Organization <b>Form 7</b> – Interview Guideline for National Planning Agency <b>Form 8</b> – Interview Guideline for MoFA and MoF
Alumni/Target Group in Partner Country	<b>Form 4</b> - Questionnaire for alumni in Timor-Leste	<b>Form 9</b> – Interview Guideline for Alumni
Other Institution in Partner Country		<b>Form 10</b> – Interview Guideline for Other Institutions

The following table summarizes general guideline perspective of developing the case studies. Based on the criteria and aspects to be analyzed, instruments were developed as follows:

**Table 2.2. General Guideline for Developing the Case Studies**

No	Perspective/ Criteria	Objective	Aspects to be Analyzed	Source of Information/ Resource Persons
1	Relevance	To analyze consistency between programs and needs, priority and methods (program design)	Needs: <ul style="list-style-type: none"> <li>Alignment of the program with the needs of target group/region/community</li> </ul>	<ul style="list-style-type: none"> <li>(i) the NCT-SSTC in Indonesia</li> <li>(ii) relevant line ministries in Indonesia</li> <li>(iii) implementing agencies in Indonesia</li> <li>(iv) alumni in partner countries</li> <li>(v) organization of the alumni</li> <li>(vi) related development partner in partner countries</li> </ul>
			Priority: <ul style="list-style-type: none"> <li>Alignment of the program with priority of development policy in partner country, and assistance policy in resource country</li> </ul>	
			Methods: <ul style="list-style-type: none"> <li>Appropriateness of the program as the effective strategy to the sectorial development issue in partner country</li> <li>Multiple effects of the program with the support of other donors</li> <li>Selection of target group (scale, target)</li> <li>Effect to other group other than the target group</li> <li>Appropriateness of government support</li> <li>Comparative advantage as a triangular cooperation/support from resource country</li> </ul>	
2	Effectiveness	To analyze on how the	<ul style="list-style-type: none"> <li>Project purpose (clear and will be achieved)</li> </ul>	

No	Perspective/ Criteria	Objective	Aspects to be Analyzed	Source of Information/ Resource Persons
		implementation of the program has benefited the beneficiaries	<ul style="list-style-type: none"> <li>▪ Achievement of project output</li> <li>▪ External factors influencing the project</li> <li>▪ Promoting/inhibiting factors</li> </ul>	
3	Efficiency	To analyze on how resources/inputs of the program are converted to results/outputs	<ul style="list-style-type: none"> <li>▪ Appropriateness output compare to inputs</li> <li>▪ Promoting/inhibiting factors</li> </ul>	
4	Sustainability	To analyze whether and how benefits from the program can be sustained	<ul style="list-style-type: none"> <li>▪ Continuity of the effect after the project implementation</li> <li>▪ Promoting/inhibiting factors</li> <li>▪ Availability of related laws and regulations to support continuity of the effect of the project</li> <li>▪ Availability of necessary budget/equipment/facilities</li> <li>▪ Negative influence of the project to society/culture/gender/socially vulnerable people</li> <li>▪ Ownership of government/ministry/agency to the project</li> </ul>	
5	Impact	To analyze effects of the program in the longer term	<ul style="list-style-type: none"> <li>▪ Achievement of the goal and contribution to national development</li> <li>▪ Achievement brought by the engagement</li> <li>▪ External factors of the project</li> <li>▪ Unexpected effects (negative&amp; positive) in terms of policy, economy, finance, institution, mechanism, technology, society, culture, and environment</li> <li>▪ Promoting/inhibiting factors</li> </ul>	

Summary of the Program	
<b>Name of program</b>	Infrastructure in Road Sectors, South-South and Triangular Cooperation by the Government of Indonesia, the Government of Timor-Leste and the Japan International Cooperation Agency (JICA)
<b>National Coordinating Team – SSTC</b>	The Ministry of State Secretary
<b>Implementing Agency</b>	The Ministry of Public Works, the Government of Indonesia
<b>Period of program</b>	2011 – 2012 (2 years)
<b>Partner Country</b>	Timor-Leste
<b>Participants</b>	<ul style="list-style-type: none"> <li>▪ 15 engineers of Directorate of Road, Bridge and Flood Control, Ministry of Public Works of Timor-Leste</li> <li>▪ 5 private contractors and supervisors</li> </ul>
<b>Source of Fund</b>	<ul style="list-style-type: none"> <li>▪ JICA</li> <li>▪ The Government of Timor-Leste</li> <li>▪ The Government of Indonesia</li> </ul>

### 3.1. Timor-Leste in Brief



The Democratic Republic of Timor-Leste is located in the eastern part of Timor Island, bounded by Indonesia and Australia. With the total area of 15,410 km<sup>2</sup>, Timor-Leste has a population of 1.175 million people. It was first colonized by the Portuguese from the 16<sup>th</sup> century and in the late 1975, then it joined Indonesia as the 27<sup>th</sup> province. By May 20<sup>th</sup> 2002, Timor-Leste became an independent state after the act of self-determination, with Dilli as the capital city. With Gross Domestic Product per capita of 896.35 (Current US\$, 2011), Timor-Leste maintains its growth slightly at 10 % per annum with oil and gas mining, and agriculture as its major sectors.

A brief comparison between Indonesia and Timor-Leste is presented on the table below:

**Table 3.1. Comparison on Economic Indicators between Indonesia and Timor-Leste, 2011**

Indicators	Indonesia	Timor-Leste
Land Area (km <sup>2</sup> )	1,811,570	14,870
Population	242,325,638	1,175,880
Gross Domestic Product (Current US\$)	846,832,282,925	1,054,000,000
GDP per Capita (Current US\$)	3,495	896
Agriculture Value Added (% of GDP)	14.72	n.a
Industry Value Added (% of GDP)	47.15	n.a
Service Value Added (% of GDP)	38.13	n.a

Source: [www.worldbank.org](http://www.worldbank.org)

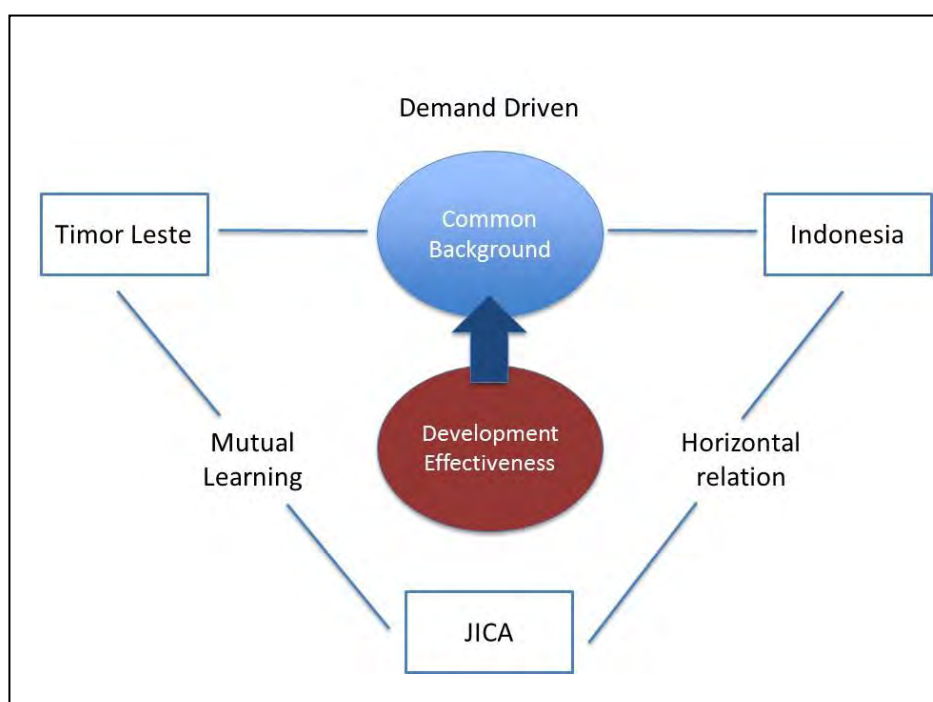


## 3.2. Description of the Program

### 3.2.1. Background of the Program

The program of Triangular Cooperation among Japan, Indonesia and Timor-Leste was initiated by the meeting in Bali, attended by the President of Indonesia, the Prime Minister of Timor-Leste and the Prime Minister of Japan in 2010. The program was relevant with the needs of each country: (i) the needs of Timor-Leste to be supported in maintaining its infrastructure, especially road and bridges, (ii) the priority of Japan in delivering its programs loan to finance Timor-Leste's infrastructure, and (iii) the priority of Indonesia to support Timor-Leste as neighboring country. As Indonesia and Timor-Leste have similar background, language, culture, geography, Timor-Leste preferred to be supported by Indonesia than other countries. Therefore program was based on demand driven. Japan, through JICA, suggested to implement such cooperation using a triangular cooperation model, which would strengthen the cooperation among stakeholders, which is called "Partnership of Triangular Cooperation".

**Figure 3.1. Demand Driven of Triangular Cooperation**



Source: JICA, Common Background in Partnership for Effective Capacity Development, 2012

In developing and constructing the program, a series of discussion and activities were set since 2010. The Fact Finding Mission from Indonesia, which consisted of Ministry of State Secretary, Ministry of Foreign Affairs, Ministry of Public Works, Embassy of Indonesia and JICA, visited Timor-Leste in May 2010 and assessed the needs of the programs (geography, the road condition and the government's capacities). A MoU of Triangular Cooperation was signed. The program to be conducted contained:

1. Four batches of Capacity Buildings
2. Team Missions to assess the effectiveness of Capacity Building

3. Final seminar to gather and disseminate the program results.

The target group was selected by Ministry of Public Works Timor-Leste, which consisted of government civil servants and private contractors and supervisors.

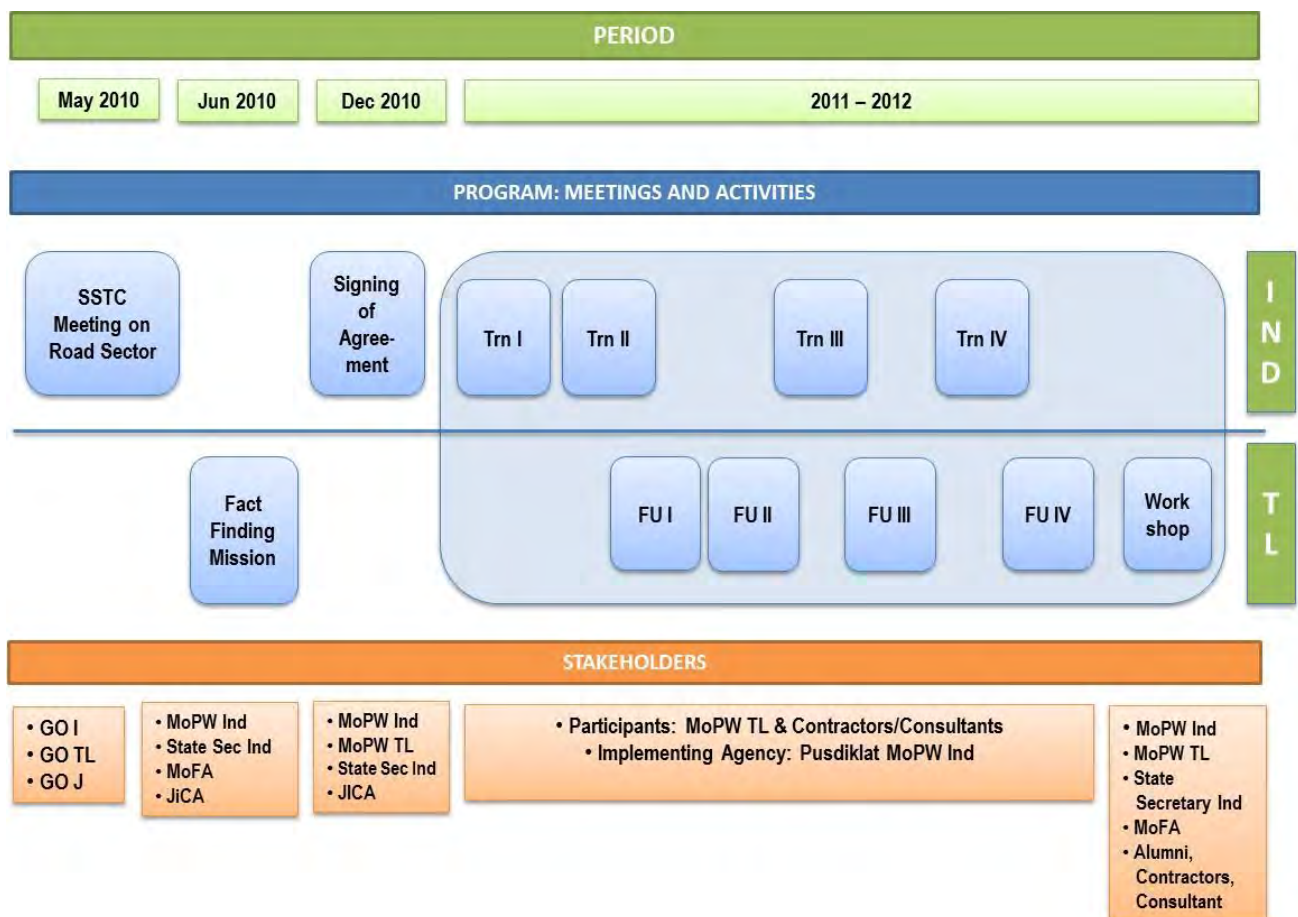
### 3.2.2. Goal and Purpose of the Program

To strengthen the technical capacity of the Directorate of Road, Bridge and Flood Control, Ministry of Public Works Timor-Leste through the implementation of training programs and dispatch Indonesian follow-up teams to Timor-Leste on road and bridge construction and maintenance.

### 3.2.3. Implementation of the Program

Series of activities of implementing the program were shown below:

**Figure 3.2. Process and Program of the Capacity Development in Road Sector**



Source: LPEM, 2013

## **The Program of Capacity Development in Road Sector consists of:**

### **1. Capacity Building on Preservation and Maintenance on Road and Bridges**

- a. The First Batch (2011) – in Bandung and Surabaya:
  - Participants were re-examined by the Road Research and Development Division in Bandung;
  - Field training was held in Surabaya, due to the similarity of soil conditions with Timor-Leste, conducted by the Central National Road V;
  - Composition of training materials was: 80% theory (3 weeks), 20% field practices (2-3 days);
- b. The Second Batch (2011) - in Surabaya:
  - Conducted by the Center of Education and Training Region IV and its laboratory in Surabaya, Central National Road V;
  - Composition of training materials was: 80% theory (3 weeks), 20% field practices (2-3 days);
- c. The Third Batch (2011) - in Surabaya:
  - Conducted by the Center of Education and Training Region IV and its laboratory in Surabaya, Central National Road V;
  - Composition of training materials was: 80% theory (3 weeks), 20% field practices (2-3 days);
- d. The Fourth Batch (2012) - in Surabaya:
  - Composition of training materials was: 20% theory (1 week), 80% field practices consisting of apprenticeship in Planning (1 week), Construction (1 week) and Evaluation of road improvement (1 week).

### **2. Technical Team Dispatch**

- a. After Batch 1 and Batch 2, two technical teams were dispatched to Timor-Leste to review the results on participants and discuss with the Directorate General of Public Works Timor-Leste on the condition/location of the road;
- b. After Batch 3, another technical team was dispatched to provide lectures about the implementation of the course lessons, and to review the curriculum of the last training;
- c. After Batch 4, one technical team, as proposed at the end of Batch 4, was dispatched to review the implementation of action plan.

### **3. The Final Seminar on Triangular Cooperation (26-27 November 2012)**

The event was divided into 2 (two) main points:

- a. The Seminar (November 26<sup>th</sup> 2012): to disseminate the successful results of the program.

Seminar was attended by Vice President of Parliament of Timor-Leste, Ambassador of Japan, Minister of Public Works Timor-Leste, Secretary General of Public Works Indonesia, National Coordinating Team of SSTC Indonesia, JICA Indonesia, JICA Timor-Leste, Director of Road,

Bridge and Flood Control of Ministry of Public Works Timor-Leste, alumni, private sectors (contractors and supervisor consultants), Developing Partners, and officers of Public Works Timor-Leste.

- b. The Focus Group Discussion (November 27<sup>th</sup> 2012): to raise important issues and collect ideas and topics needed for further capacity building programs.

FGD was attended by National Coordinating Team of SSTC Indonesia, JICA Indonesia, JICA Timor-Leste, Director of Road, Bridge and Flood Control of Ministry of Public Works Timor-Leste, alumni, private sectors (contractors and supervisor consultants), Developing Partners, and officers of Public Works Timor-Leste.

### **Results of the Workshop**

In order to disseminate results of the program, a series of seminar and workshop was implemented on 26 – 27 November 2012. The seminar was conducted to expose the success of Phase I, while the FGD on November 27<sup>th</sup> 2012 expressed and summarized topics or activities which were necessary to complement the Phase I program.

In conducting the FGD, participants were divided into 2 groups to discuss different but related topics. Group I focused on the importance of laws and regulations, while Group II focused on the relationship among Owner-Consultant-Supervisor-Contractor. Both groups have yielded constructive suggestions for Phase II program.

### **Results of Group I:**

1. To prepare and draft the Road and Bridge Design. The Draft should be socialized to other related ministries.
2. To prepare and draft the Ministerial Decree on Road and Bridge Design. This draft should also be socialized to other related ministries.
3. To prepare and draft Circulate Note as the Implementation Guidelines to conduct the Law and Government Regulation.
4. To prepare and draft the Law on Road.

Based on these suggestions, Group I proposed topics and materials to be delivered in Phase II programs follows:

1. A two-year Triangular Cooperation. The first year program will contain:
  - a. Development of the Road and Bridge Design
  - b. Development of the Implementation Guidelines (Circulate Note)
  - c. Development of the Law on Road
  - d. The dissemination of the Road and Bridge Design and the Implementation Guidelines should be conducted at the same time
2. The second year program will contain:
  - a. Development of the Ministerial Diploma (or *Peraturan Menteri*)
  - b. Consultation with experts

c. Dissemination of the Implementation Guidelines

Furthermore, Group I also suggested that the Ministry of Public Works should have bigger roles and authorities in order to implement activities to reach the goal.

**Results of Group II:**

1. Discussion on the ideal relationship among owner, consultant and contractor in implementing a project. If the project is financed by national budget, the relationship can be a triangle shape, where owner can directly contact and communicate with contractor. However, if the project is financed by a donor, donor can determine the form of stakeholders' relationship.
2. Development of clear functions and roles of each stakeholder, which should be formatted in a regulation.
3. Expert dispatch (Indonesian officer) to conduct further capacity building to improve quality, skill and competency of each stakeholder.
4. Capacity building on Project Management to expedite communication and coordination on specification.
5. Development of clear authority of institution which will check and accept the implementation results.
6. Development of Quality Management System followed by Construction Quality Plan to ensure the implementation of the project.

### **1.3. Findings and Analysis**

#### **1.3.1. Relevance**

The program on road rehabilitation (or known as Phase I) was very relevant with the urgencies of Timor-Leste which prioritized the development of infrastructure, especially on road rehabilitation. The two-year program of Phase I has been prepared, developed and implemented successfully.

Although the real participants of advanced batches (Batch 3 and Batch 4) were different from the plan (participants of Batch 3 should be participants of Batch 1, while participants of Batch 4 should be participants of Batch 2), the target groups were carefully selected and appropriate for the program. The participants consisted of Public Works officers and private contractors.

Compared to other similar capacity buildings provided by other Developing Partners, such as Asian Development Bank and World Bank, capacity building designed by Ministry of Public Works of Indonesia has given them greater benefits. The training sessions were carefully designed and matched their needs, the training materials were packed with theories and practices, such as "on the job training" session, which equipped participants with new knowledge and skills.

The engagement of institution, participants, as well as Indonesian stakeholders were very strong. The ownership of the program was very significant.

### 1.3.2. Effectiveness and Efficiency

The Phase I program was very effective in improving knowledge and skills of participants. Moreover, they mentioned that they have reached the program's goals, although, based on discussion with alumni, most participants agreed that the goals reached were not long-term ones.

Some positive opinions/behavior changes from the participants are as follows:

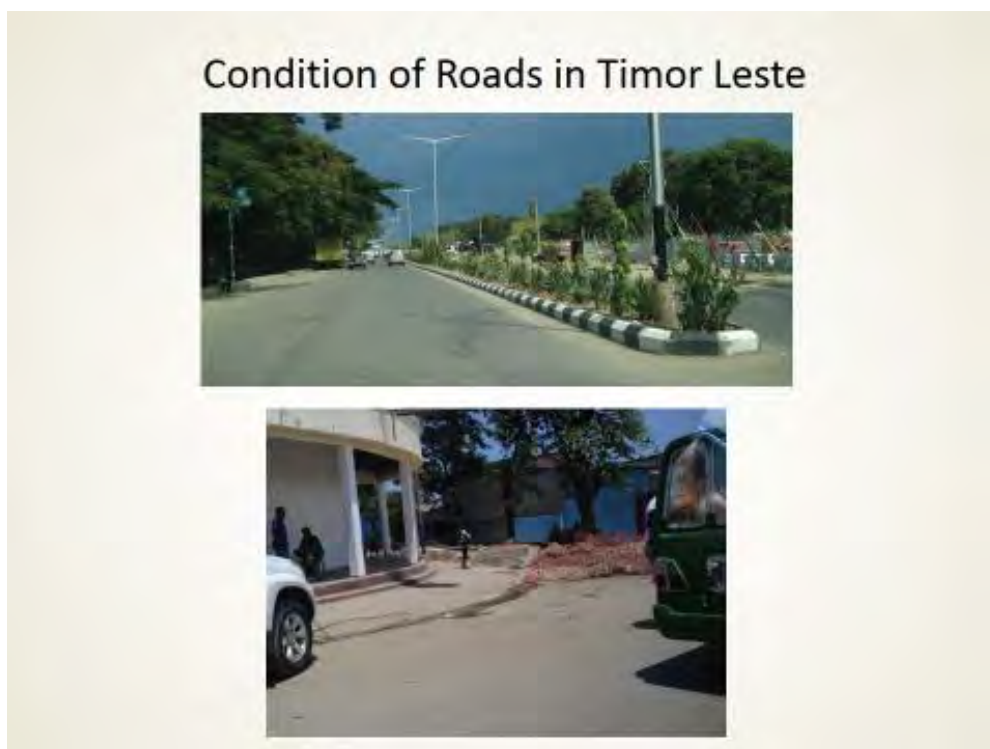
1. Before the training, participants with university degree cannot directly apply their academic knowledge in the field, however, after the training, participants gained practical knowledge and skills such as when the strategic planning of road rehabilitation could be implemented: when to conduct routine maintenance, period maintenance, and rehabilitation;
2. Before the training, they just recognized that laboratory test was enough for one sample of soil - but after training they got new knowledge that laboratory test (for soil and mix of material for road) need to be done in every segment of road for keeping quality of road construction, then now the participants got skills on what aspect that need to be tested;
3. Before the training, the participants were not aware that the government project leader/director needed to make an Implementation Quality Plan (in Indonesia: *Rencana Mutu Pelaksanaan*), as required in the ToR. After the training, the participants got a better picture concerning contentsto be stated in the document and had awareness on the importance of the document as reference for program implementation. (However, even after the training, the participants still do not have capacity to prepare the Implementation Quality Plan);
4. After the training, the participants also had sense of understanding that Contractor and Consultant also needed to make Construction/Design Quality plan i.e. making asphalt mix, concrete mix, including identify number of spot sampling material for laboratory (quality & quantity) - based on the Implementation Quality Plan set by the government project leader for further tools/agreed document for supervisory/control process to the contractor/consultant by the government/project leader in the implementation process;
5. Getting more confidence and active in giving inputs to their superior in the internal discussions to share technical input about the need of procedure and manual/regulation as back-up for their work, as they have clearer picture on what should be available i.e. policy/regulation, strategy, etc. - based on samples of document that available in Indonesia - to support their mandate for giving services to the public (but they still do not have enough capacityon how to make a policy/standard manual,).
6. After the training, participants acknowledged that the government has arisen to promote/develop for strengthening the capacity of contractors and consultants through supporting association of constructors/consultant in the form of sharing knowledge on quality control, environmental impact assessment (contractors and consultants need to pay for certain training/course, but the government provides that program i.e. Agency for Construction Development).

### 1.3.3. Impact

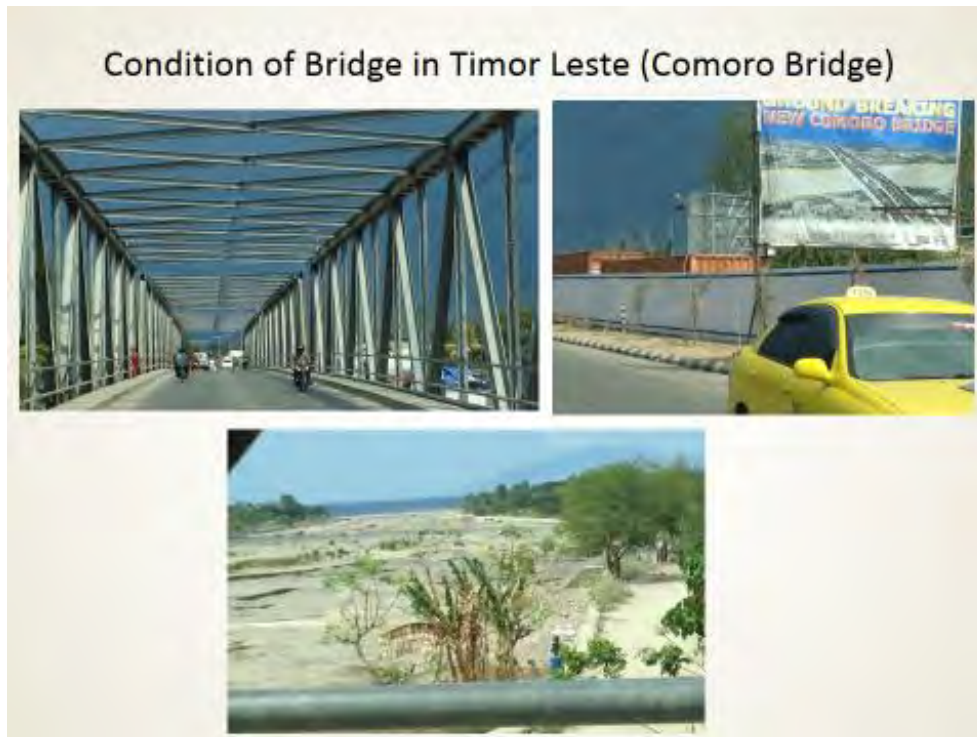
It is clear that each country has gained positive impacts of the program. Although it is not clearly measured, Indonesia has received economic benefit from the cooperation. Triggered with the cooperation, several Indonesian companies have participated in the infrastructure development process in Timor-Leste, such as PT. Wijaya Karya, PT.Pembangunan Perumahan and other private companies. Moreover, most parts of materials and human resources needed were imported from Indonesia, which should have increased Indonesian balance of payment.

On the other side, Timor-Leste has also benefited from the program. As local officers and some private contractors have been equipped with knowledge and skills, Timor-Leste has been supported and assisted in constructing and maintaining its roads and bridges' development.

**Figure 3.3. Condition of Roads in Timor-Leste (2012)**



**Figure 3.4. Condition of Bridge (Comoro Bridge) in Timor-Leste (2012)**



#### **1.3.4. Sustainability**

As the program of Phase I has improved their basic knowledge and skills, but not equipped with proper experiences, the continuation of the program is mandatory. Program for next Phase should cover: (i) on the job program training in Indonesia and to be part of Indonesian officer in preparing, implementing and supervising a project, (ii) possibility to take higher education, and (iii) assistantship of Indonesian officers during the implementation in Timor-Leste.

Further discussions have also showed that program of Phase I has improved individual capability and capacity, but not institutional capacity. Action plan which has been developed during Batch 4 most likely will not be implemented because of institutional capacity's limitation.

At the same time, the Government of Timor-Leste has focused their priority in developing infrastructure, especially on road sector. To achieve the goals, many aspects should be developed and/or improved. The program on Phase II would be set to attain part of the goals.

Participants as well as Public Works officers hope that the program will be continued into the Phase II. Based on the results of Phase I's program, they realized that individual improvement will not benefit the country optimally unless there is institutional capacity improvement. Therefore, Phase II will be focused on developing institutional capacity.



### **1.3.5. Promoting Factors**

There are many promoting factors that enhanced the benefits of the capacity building, such as:

1. The training was conducted in Indonesia, which has similar geographical condition with Timor-Leste. Participants could visualize the real condition during the training.
2. The training was delivered in Indonesian language, which could be absorbed easily by the participants.
3. Some Indonesian trainers knew the condition/location in Timor-Leste. Participants could discuss effectively with trainers.
4. The techniques used in Indonesia in road sector were suitable for Timor-Leste – it is not too sophisticated, but manageable and applicable.

### **1.3.6. Inhibiting Factors**

Despite of promoting factors which could boost results of the program, some participants, as well as Government officials of Timor-Leste, were still skeptical about the great impact of the program in Timor-Leste due to the following reasons:

1. Although the training has improved their individual capabilities (skills and knowledge) of rehabilitating road, they need more experiences to be able to implement the training materials. Therefore, they suggested continuing the program, which focus more on experience in implementing the stages of road rehabilitation (full cycle of on the job training).
2. No clear organization structure as well as structural laws and regulations on infrastructures (and related areas) as their guidelines are in the development process. As a consequence, Ministry of Public Works of Timor-Leste not have clear roles and authorities to implement their tasks and duties. Many activities are implemented by several and separate institutions. Therefore, they suggested continuing the program and learning more about the laws and regulations that regulates the roles and authority of each institution.
3. Furthermore, lack of regulations has caused problematic relationships among owner-supervisor-contractors. Therefore, they suggested continuing the program and learning more about the laws and regulations on regulating relationships among those three.

## Case Study Gambia and Tanzania: Capacity Building Program on Apprenticeship in Agriculture Sector

Summary of the Program	
<b>Name of Program</b>	Capacity Building Program on Apprenticeship for Farmers in Gambia & Tanzania
<b>National Coordinating Team SSTC</b>	----
<b>Implementing Agencies</b>	<ul style="list-style-type: none"> <li>▪ KTNA/YAMPI</li> <li>▪ The Government of Indonesia (Ministry of Agriculture, Ministry of Foreign Affairs, Ministry of State Secretariat)</li> <li>▪ FAO</li> </ul>
<b>Period of Program</b>	Period I: 1985-2003 Period II: 2004 – 2011
<b>Partner Countries</b>	African countries (mostly Gambia & Tanzania)
<b>Participants/Target Groups</b>	Farmers and extension officers
<b>Source of Fund</b>	Indonesian Farmers' Fund donated by KTNA/YAMPI, organized by FAO

#### 4.1. Tanzania and Gambia in Brief

The following section briefly summarizes condition of the partner countries, Tanzania and Gambia. The below table summarizes comparison of economic condition among Indonesia, Tanzania and Gambia.

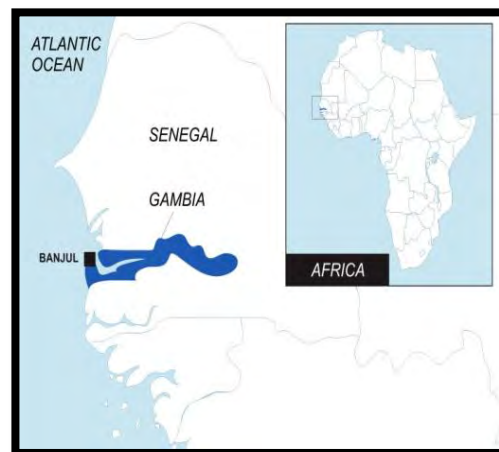
##### Tanzania

The United Republic of Tanzania is located in the Eastern part of Africa. Bordered by Kenya and Uganda at its North, Rwanda, Burundi and The Democratic Republic of the Congo at its West and Zambia, Malawi and Mozambique at its South, while the Eastern region is bordered by The Indian Ocean. Dar es Salaam used to be Tanzania's capital city. But since 1996, the country's political capital has been moved to Dodoma. Tanzania has a population of 46.2 million people, with Gross Domestic Product per capita of 516.6 (current US\$, 2011). It maintained its economic growth at 6-7% per annum during 2008-2011.



##### Gambia

The Republic of Gambia is located in Western part of Africa. As the smallest country in Africa, Gambia is surrounded by Senegal and bounded by the Atlantic Ocean on the West. Gambia covers an area of 11,295 km<sup>2</sup>, mainly situated on the either side of The Gambia River with Banjul as its capital city. Gambia gained its independence from The United Kingdom on 18 February 1965. With Gross Domestic Product per capita of 505.8 (current US\$, 2011), Gambia maintains its growth at 5.5-6.5% per annum. Gambia's population reaches 1.7 million with agriculture, fishery and tourism as its major sectors.



**Table 4.1. Comparison on Economic Indicators of Indonesia, Tanzania and Gambia (2011)**

Indicators	Indonesia	Tanzania	Gambia
Area (sq. km)	1,904,509	945,203	11,295
Population (people)	242,325,638	46,218,486	1,776,103
Gross Domestic Product (current US\$)	846,832,282,925	23,874,165,047	898,282,866
GDP per Capita (current US\$)	3,494.6	516.6	505.8
Agriculture Value Added (% of GDP)	14.72	27.68	18.89
Industry Value Added (% of GDP)	47.15	25.07	13.46
Services Value Added (% of GDP)	38.13	47.25	67.65

Source: [www.worldbank.org](http://www.worldbank.org)

## 4.2. Description of the Program

### 4.2.1. Background of the Program

Indonesia has started cooperation to assist African countries in agriculture sector, especially in rice production, since 1980s. The program was funded by collected fund from farmers in Indonesia, and in cooperation with the Ministry of Agriculture, was managed by FAO for assisting African countries. FAO managed the fund and facilitated the implementation of the program under the name of Indonesia Farmers' Fund. The program was started in 1985 (from collecting and channeling the fund to FAO) and ended in 2003 (by evaluation and assessment from FAO and Ministry of Agriculture of Indonesia). In general, there were three main programs conducted during the period of 1985-2003, which were:

1. Assistance program for agricultural production inputs and equipment.
2. Farmers' apprenticeship program and experts dispatch to African countries.
3. Development of farmers training centers in Gambia-Tanzania

Tanzania and Gambia were two African countries that received major share of assistance during implementation of the program.

After the Indonesia Farmers' Fund program was completed in 2003, further bilateral cooperation in agriculture sector between Indonesia-Tanzania and between Indonesia-Gambia were followed up in coordination of Ministry of Foreign Affairs, Ministry of State Secretariat, and Ministry of Agriculture. There were follow up cooperation activities conducted during the period 2004-2011 in agriculture sector between Indonesia and the two respective countries. Hence, for analysis of the case study, the program is divided into two periods, which are:

1. Period I : 1985 - 2003
2. Period II : 2003 - 2011

#### 4.2.2. Period I: 1985 – 2003 (Agriculture Assistance Program for African Countries – Indonesia Farmers’ Fund)

Capacity development program for African countries was firstly initiated by Indonesian farmers who wanted to assist African countries that suffered from drought and food shortage in early 1980s. In 1984, Indonesia had achieved a self-sufficiency in rice, whereas in African countries there were famine and food shortage. Farmers in Indonesia through its independent organization named *Kontak Tani Nelayan Andalan (KTNA)*<sup>1</sup> or National Outstanding Farmers and Fishermen Association (NOFA) conducted a national meeting in Jakarta in July 1985 to collect food (especially rice) to be donated to African countries. All farmers groups pledged to donate around 13-15 kg of dry milled rice (*gabah kering giling*). At that time KTNA consisted of approximately 200,000 farmers groups from all Indonesia, which each group consisted of 35-40 farmers. It collected about 100,500 kg milled rice. However, upon consideration of transporting the milled rice from Indonesia to Africa, it was considered more effective to channel the aid in terms of money. Hence, with coordination with the Ministry of Agriculture the collected milled rice was sold and the money amounted to Rp15.6 billion was channeled through FAO as food aid program to African countries. The fund was managed by FAO under the name of Indonesian Farmers’ Fund (IFF).

The fund was symbolically handed over to the Director General of FAO on the 40th anniversary of FAO on November 14<sup>th</sup> 1985 in Rome. The first fund was handed over to FAO in July 1986 amounted US\$ 5 million (Rp 5.7 billion). A further US\$ 1 million (Rp 1.7 billion) was handed over in July 1988, and followed by another US\$ 1 million (Rp 1.8 billion) in January 1989. The total amount of money donated through FAO was approximately US\$ 7 million or Rp 9.15 billion (over US\$ 8.6 million including interest accrued over the years). There were some fund remained under management of KTNA, hence, in order to manage the remaining fund (around Rp 7 billion), it was established a foundation named: *Yayasan Amal Masyarakat Pertanian Indonesia (YAMPI)* in December 4<sup>th</sup>, 1993.

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<sup>1</sup>*Kontak Tani Nelayan Andalan (KTNA)* or *National Outstanding Farmers and Fishermen Association (NOFA)* is an independent Indonesian organization which is oriented in social activity at agricultural sector, based on the agribusiness culture and environmentally friendly in villages. The vision of KTNA is to make a farmer to become self-governing and welfare. KTNA is an assembly of farmer and fisherman that elected as a representative of their group within qualification as chairman of farmer group who have capability and skill in their own field, have a pioneer characteristic and patriotism in developing national economic, especially agricultural development. KTNA established and existed at sub districts, districts, provinces and national level, and formulation of the personnel of board management in accordance with the level needed. The current Chairman of KTNA is Mr. Winarno Tohir who is also a Vice Chairman of YAMPI.

**Figure 4.1. Symbolic hand-over of Indonesia Farmer’s Fund from KTNA and the Government of Indonesia to FAO (1985 in Rome (left) & 1988 in Indonesia (right))**



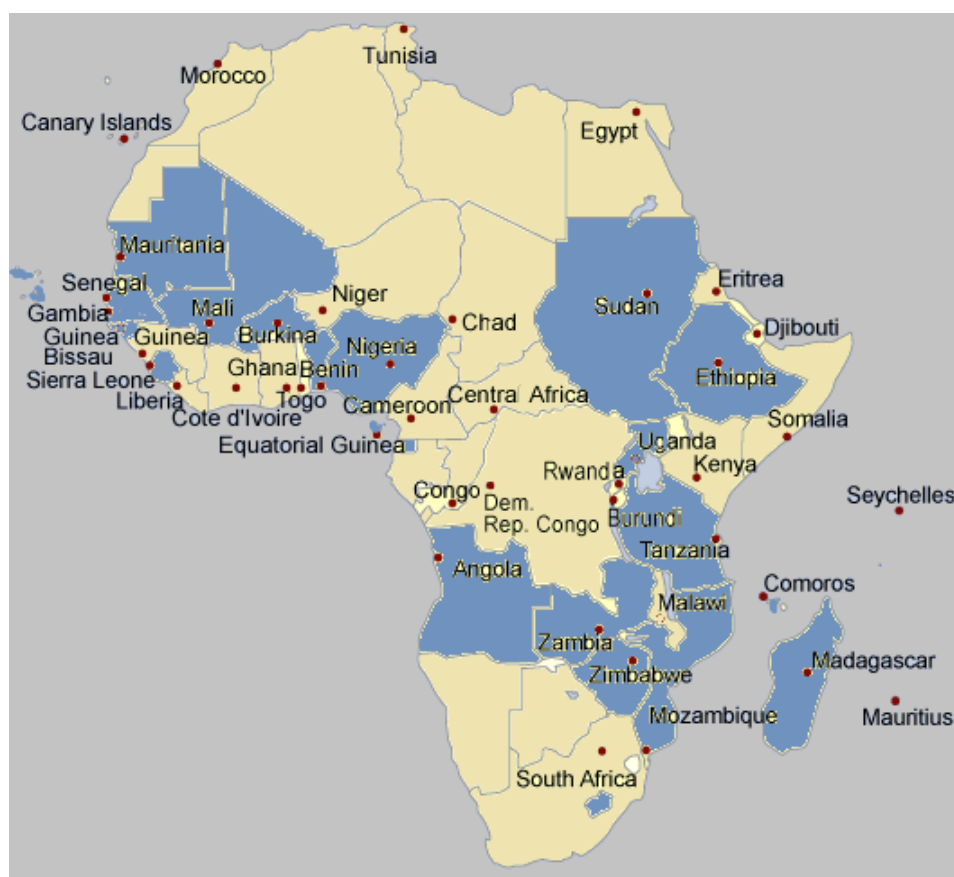
Source: documentation of “17 Tahun YAMPI”, 2011

The IFF to be utilized to increase the self-sufficiency of African farmers through the improvement of food production and better prevention of post-harvest losses. FAO managed activities funded by IFF, with main criteria determined by KTNA and the Government of Indonesia as follows:

1. Beneficiaries must be small-scale farmers/fisher folk, especially women.
2. Project must support staple crops or small-scale fisheries, and should eventually lead to food self-sufficiency.
3. Projects mainly provided production inputs, including equipment.
4. Projects should be short of duration, with maximization of tangible impact on beneficiaries.
5. Fund should not be used to pay salaries of experts or to provide services. FAO staff expertise is to be tapped where needed and the projects could be combined with assistance for consultancies and services.

During 1987-2003, there were 72 projects in 24 countries of Africa (plus Lebanon). As can be seen in Figure 4.2 below, the blue shaded areas were countries in Africa that have received IFF program. For each country, the fund allocated was around US\$ 50,000 to US\$ 1,400,000. There were two countries that received the highest assistance fund, which were Gambia with 8 projects total US\$ 1,401,136 and Tanzania with 7 projects total US\$ 1,075,357. The fund to each county was including funding for establishment of Agricultural Rural Farming Training Center (ARFTC) in Gambia and Farmer’s Agricultural Rural Training Center (FARTC) in Tanzania in 1996. Summary of projects and allocated funds for each partner country is presented in the Table 4.2.

**Figure 4.2. Partner Countries of Indonesia Farmers' Fund in Africa, 1987-2003**



Source: LPEM FEUI, based on information from YAMPI and FAO Evaluation Report (2003)

**Table 4.2. Summary of Partner Countries, No. of Projects and Allocated Fund of IFF (1987-2003)**

No.	Partner Countries	Number of Projects	Expenditure/ Budget (000 US\$)*	% to Expenditure/ Budget
1	Angola	1	50	0.6%
2	Benin	1	91	1.1%
3	Burkina Faso	1	286	3.3%
4	Cape Verde	4	167	1.9%
5	Comoro Island	1	83	1.0%
6	Equatorial Guinea	1	109	1.3%
7	Ethiopia	1	480	5.6%
8	Gambia	8	1,401	16.2%
9	Guinea Bissau	2	183	2.1%
10	Lebanon	2	418	4.8%
11	Lesotho	3	94	1.1%
12	Madagascar	7	480	5.6%
13	Mali	1	406	4.7%
14	Mauritania	3	400	4.6%
15	Mozambique	2	241	2.8%

No.	Partner Countries	Number of Projects	Expenditure/ Budget (000 US\$)*	% to Expenditure/ Budget
16	Nigeria	1	217	2.5%
17	Senegal	1	400	4.6%
18	Sierra Leone	8	189	2.2%
19	Sao Tome & Principe	1	74	0.9%
20	Sudan	4	327	3.8%
21	Tanzania	7	1,075	12.4%
22	Uganda	1	66	0.8%
23	Zambia	4	372	4.3%
24	Zimbabwe	1	97	1.1%
	Interregional	6	773	8.9%
	NA	--	162	1.9%
	<b>Total</b>	<b>72</b>	<b>8,642</b>	<b>100.0%</b>

\* in some cases, figures reflect actual expenditure, for others reflect budget in the pro-doc

Source: Daniel Shallon, FAO Evaluation Service, Lesson Learned from the Activities of the Indonesian Farmers' Fund in Africa, 1985-2003, October 2003

At first, the Indonesian Farmers' Fund program managed by FAO was used for provision of agriculture production inputs and equipment to African farmers. As the years passed, however, successive supervision and assessment missions from Indonesia gradually shifted the focus of the activities from input distribution toward a South-South farmer-to-farmer technology transfer. The knowledge sharing was implemented through direct contact between African farmers and Indonesian farmers (later was called apprenticeship program). It was expected that by shifting the program from inputs distribution to sharing knowledge, longer term impact for African agricultural development and food security can be achieved. Furthermore in the following years, based on continuous supervision and assessment, it was designed a more effective way to share knowledge between African farmers and Indonesian farmers. In 1996, two farmers training center were established in Africa, one in Gambia and one in Tanzania. Experts and technicians from Indonesia were sent to the training centers for further trained African farmers.

Hence, program under IFF for African countries can be classified into three main programs:

1. Assistance program for agricultural production inputs and equipment.
2. Farmers' apprenticeship program and experts/technicians dispatch to African countries.
3. Development of farmers training centers in Gambia and Tanzania.

In designing and developing the programs, supervision, project assessments and training needs identification to selected African countries were conducted by YAMPI and the Government of Indonesia. Each program is further summarized in the following section. Overall frameworks of development, implementation and evaluation of Indonesia Farmers' Fund (1985-2003) is presented in the following figure. Summary of each program was presented in Table 4.3, Table 4.4, and Table 4.5.



**Figure 4.3. Program for African Countries under the Indonesia Farmers Fund (1985-2003)**

PERIOD I: 1985 - 2003																						
1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003				
<b>Donation for African Farmers - FAO Indonesian Farmers Fund (1985-1989)</b>																						
1st initiation 100,500 ton rice	US\$ 5 million (Rp 5,7billion)		US\$ 1 million (Rp 1,7 billion)	US\$ 1 million (Rp 1,8 billion)																		
(by July 1994, total Rp 16.9 billion)																						
<b>Delivery of agriculture production inputs &amp; equipments (1987-1999) (23 countries)</b>																						
Evaluation to selected countries (Ethiopia, Madagaskar, Zambia, Gambia)				<b>Appretenceship program (1990-1999) (period 2 months, each batch 10-20 participants; total: 19 batches; 261 alumni from 21 countries)</b>																		
							Establishment YAMPI															
							Training needs identification (5 teams @ 3 persons: Tanzania, Madagaskar, Senegal, Ethiopia, Ghana, Sudan, Uganda, Burkina Paso, Guinea B)															
										Tech. assistant Gambia & Tanzania		<b>Establish. AFRTC Gambia</b>		<b>Technical assistance team to Gambia (@3-8 months)</b>								
														Trainings in AFR-TC Gambia (over 600 Gambian farmers, 60 farmers from other countries - Senegal, Mali, Niger, Sierra Leone, Guinea Bissau, Guinea Conakry)								
											<b>Establish. FARTC Tanzania</b>											
													<b>Technical assistance team to Tanzania (@ 3 months)</b>									
														Trainings in FAR-TC Tanzania (over 200 farmers & 30 extension agents)								
																		Evaluation by FAO & Gol				

**Table 4.3. Distribution of Agriculture Production Inputs and Equipment**

<b>Program</b>	<b>Assistance of agricultural production inputs and equipment</b>
<b>Period</b>	1987 – 2001 (mostly conducted during period 1987-1994)
<b>Purposes</b>	<p>The general objective of delivery of production inputs and equipment to African countries was to increase food production and promote food self-sufficiency in African countries. The objective was in line with long-term goal of FAO, which was to promote food self-sufficiency and improve food security. Specifically, objectives of the program were: (i) to increase food production and fishes catch in partner countries and (ii) to raise living standard of farmers/fishermen in the respective countries.</p>
<b>Implementation of the Program</b>	<p>Agriculture production inputs and equipment were given to 23 countries in Africa. Most of the inputs were agricultural and livestock inputs, and some fisheries equipment. Most of the activities under this program were executed between 1987 and 1994, though a few continued to be implemented up until 2001.</p> <p>Several kinds of agricultural inputs were delivered, including seeds, pesticides, fertilizers, axes, rakes, hoes, irrigation pumps, and in few cases a tractor or some means of transport (motorcycles and bicycles). Fishermen were given outboard motor engines, fishing nets and lines, hooks, swivels, safety jackets, raincoats, or ice chests. While in most of these projects the activities carried out consisted of delivery of factors of production, in a few cases post-harvest and post-production technologies were provided, including threshers, mills, equipment for processing fruits and vegetables, etc. Some of the beneficiaries of the inputs supply also received technical assistance in the form of training.</p> <p>Beneficiaries of the inputs &amp; equipment were almost always members of producers' associations, production cooperatives, service cooperatives and other farmers' or fishermen's associations. There were some cases where the inputs and equipment were given directly to individual farmers. Under guidance from KTNA and YAMPI, the program always gave strong importance to support for rural women.</p>

**Table 4.4. Apprenticeship Program for African Farmers**

<b>Program</b>	<b>Apprenticeship Program for African Farmers</b>																																																
<b>Period</b>	1990-1999																																																
<b>Objectives</b>	<p>In order to assist African countries to increase their food production, particularly rice, African farmers capacity needed to be enhanced. Sharing knowledge between Indonesian farmers and African farmers was considered an appropriate program so that African farmers can apply proper cultivation technologies and sound farm-business management for rice production. Specific objectives of the program were:</p> <ul style="list-style-type: none"> <li>▪ Increasing technical knowledge and skills of visiting farmers and agricultural officers, particularly in rice production.</li> <li>▪ Facilitating a process of sharing knowledge between African farmers and Indonesian farmers.</li> <li>▪ Promoting a spirit of solidarity between farmers of different countries.</li> <li>▪ Improving food production and food security in African countries.</li> </ul>																																																
<b>Implementation of the Program</b>	<p>This program provided selected African participants with practical learning experiences through interaction with Indonesian host-farmers in rice production. In addition, the participants are given practical knowledge and skills through a structured training to complement the farmer-to-farmer learning process.</p> <p>The program was conducted during period of 1990-1999 with 19 batches with total 261 participants from 21 countries. For each batch, it was designed that number of participants to be 17 persons, consisted of: 5 married couples of farmers, 5 young farmers, and 2 government officials. However, during implementation, number of participants varied from 10-20 per batch. Details number of participants from each partner countries are presented in the following Table 4.4a.</p> <p>Activities of the program consisted of selection of visiting farmers from Africa and host farmers in Indonesia, as well as logistic arrangements. FAO played important roles in coordinating logistics, ensuring communication, facilitating the country and farmer selection process, and arranging travel to/from Indonesia. In Indonesia, the program was organized by Training Center Ministry of Agriculture (currently BPPSDM), supported by KTNA/YAMPI and P4S (<i>Pusat Pelatihan Pertanian dan Pedesaan Swadaya</i>) – Farmers Agriculture Rural Training Center.</p> <p style="text-align: center;"><b>Table 4.4a.</b></p> <p style="text-align: center;"><b>Number of Participants of Farmers Apprenticeship Program, 1990-1999</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="2">No</th> <th rowspan="2">African Countries/NAM</th> <th colspan="3">No. of Participants</th> </tr> <tr> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td><b>A.</b></td> <td><b>AFRICA</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>1</b></td> <td><b>Gambia</b></td> <td><b>27</b></td> <td><b>14</b></td> <td><b>41</b></td> </tr> <tr> <td><b>2</b></td> <td><b>Tanzania</b></td> <td><b>20</b></td> <td><b>11</b></td> <td><b>31</b></td> </tr> <tr> <td>3</td> <td>Zambia</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>4</td> <td>Madagascar</td> <td>7</td> <td>5</td> <td>12</td> </tr> <tr> <td>5</td> <td>Nigeria</td> <td>3</td> <td>1</td> <td>4</td> </tr> <tr> <td>6</td> <td>Senegal</td> <td>10</td> <td>3</td> <td>13</td> </tr> <tr> <td>7</td> <td>Ghana</td> <td>9</td> <td>4</td> <td>13</td> </tr> </tbody> </table>	No	African Countries/NAM	No. of Participants			Male	Female	Total	<b>A.</b>	<b>AFRICA</b>				<b>1</b>	<b>Gambia</b>	<b>27</b>	<b>14</b>	<b>41</b>	<b>2</b>	<b>Tanzania</b>	<b>20</b>	<b>11</b>	<b>31</b>	3	Zambia	1	1	2	4	Madagascar	7	5	12	5	Nigeria	3	1	4	6	Senegal	10	3	13	7	Ghana	9	4	13
No	African Countries/NAM			No. of Participants																																													
		Male	Female	Total																																													
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3	Zambia	1	1	2																																													
4	Madagascar	7	5	12																																													
5	Nigeria	3	1	4																																													
6	Senegal	10	3	13																																													
7	Ghana	9	4	13																																													

Program	Apprenticeship Program for African Farmers				
	8	Ivory Coast	2	1	3
	9	Ethiopia	10	3	13
	10	Sudan	7	4	11
	11	Uganda	13	10	23
	12	Kenya	7	3	10
	13	Zimbabwe	10	3	13
	14	Mozambique	10	4	14
	15	Burkina Faso	8	2	10
	16	Mali	6	1	7
	17	Namibia	3	3	6
	18	Malawi	2	2	4
		<b>Total A</b>	<b>155</b>	<b>75</b>	<b>230</b>
	<b>B.</b>	<b>NAM</b>			
	1	Papua New Guinea	16	9	25
	2	Suriname	4	0	4
	3	Iraq	2	0	2
		<b>Total B</b>	<b>22</b>	<b>9</b>	<b>31</b>
		<b>Total (A+B)</b>	<b>177</b>	<b>84</b>	<b>261</b>

Source: Daniel Shallon, FAO Evaluation Service, Lesson Learned from the Activities of the Indonesian Farmers' Fund in Africa, 1985-2003, October 2003

Training period for each batch was the same as one cultivation period (approximately two months). In brief, activities of African farmers during 8 week in Indonesia were:

- a. Week I: culture orientation and learn some basic Indonesian language
- b. Week II-III: training in Research Institute for Rice Production (*Balai Besar Penelitian Padi*) Sukamandi, to learn growing phases of rice.
- c. Week IV to VII: stay in Indonesian farmers' houses. The location depended on the availability of P4S. Some participants was placed in P4S in West Java, East Java, Lampung, and Bali. During staying with host farmers, the African farmers directly learn and practice knowledge and skills on: land preparation, rice cultivation, seedling preparation, fertilization, harvesting, post-harvest activities, selling the rice production, utilization of agriculture equipment. In addition, they also can learn how to manufacture agriculture products into foods (home economics, such as: banana, cassava, etc.). Further rice production methods taught to African farmers by farmers in P4S, among others are: System of Rice Intensification (SRI) and Legowo methods.
- d. Week VIII: discussion and evaluation and develop action plan to be followed up in their home countries. It was conducted in the Agriculture Training Center (*Balai Diklat Pertanian*) in Ciawi.

The apprenticeship program not only consisted of training for African farmers in Indonesia, but also complemented by:

- a. Training needs identification that was conducted during period 1993-1997. During that period, 5 teams of 3 persons were sent to 9 African countries. The team consisted of KTNA and representative of Ministry of Agriculture (training center- BPPSDM and R&D center-Balai Litbang).
- b. Technicians and experts dispatch to partner countries in Africa to provide further

<b>Program</b>	<b>Apprenticeship Program for African Farmers</b>
	<p>assistantship in the field. Agricultural experts also assisted development of agriculture intensification program to African countries, so that the countries can move forward rice self-sufficient. In total during period of 1995-2003, there were 5 teams dispatched to Tanzania and 6 teams weredispatched to Gambia.</p> <p>Based on the assessment of apprenticeship program in 1995, it was concluded that the approach was not the best or most cost-effective means to transfer know-how from Indonesia to Africa. Most of the fund allocated for travelling cost of the participants. In addition, due to concern of HIV/AIDS endemic in African countries, it was suggested to conduct training for African farmers in their home countries, instead of in Indonesia. Hence, it was suggested to replicate the existing P4S Indonesia in selected African counties.</p>

**Table 4.5. Development of Farmers Training Centers in Africa**

<b>Program</b>	<b>Development of Farmer Training Center</b>
<b>Period</b>	Establishment started in 1996 in both Gambia & Tanzania
<b>Objectives</b>	The program aimed to enhance sharing knowledge and skills for greater number of African farmers in the most cost-effective way, and to perform training that were more suitable with agriculture condition, social and culture condition of African countries.
<b>Implementation of the Program</b>	<p>Based on the assessment of apprenticeship program in 1995, it was concluded that the approach was not the best or most cost-effective means to transfer know-how from Indonesia to Africa. The establishment of rural farmers training centers in Africa was based on consideration that:</p> <ol style="list-style-type: none"> <li>It was a more cost effective approach for knowledge transfer of Indonesian farmers to African farmers. In the apprenticeship program around 70-80% budget was allocated for transportation cost of participants.</li> <li>Training for African farmers would be better to directly apply in the respective countries, so that it was suitable to the agriculture condition, social and culture condition. A greater impact could be achieved by bringing Indonesian contact farmers to training centers in African countries and training larger numbers of Africans.</li> <li>There was a concern on HIV/AIDS endemic in African countries, so that it was suggested to conduct training for African farmers in their home countries, instead of in Indonesia.</li> </ol> <p>Two rural farmers training centers were established starting in 1996, which were:</p> <ol style="list-style-type: none"> <li>Gambia for Western part of Africa (Jenoi Agriculture Rural Farmers Training Center) – located in Jenoi village.</li> <li>Tanzania for Eastern part of Africa (Mkindo Farmers Agriculture Rural Training Center – FARTC) – located in Mkindo village, district Morogoro</li> </ol> <p><u>Activities conducted in Mkindo FARTC in Tanzania (as in 2003):</u> Started to be established in 1996, and conducted the first training course for 25 farmers in late 1999. The Mkindo FARTC was handed over by the Government of Indonesia to the</p>

Program	Development of Farmer Training Center
	<p>Government of Tanzania in December 2000. Since then, over 200 farmers and 30 extension agents have been trained at the center. Most farmers have gone on to train other farmers, greatly widening the impact of the FARTC activities. In addition, the Farmers' Field School methodology introduced into the country by the FARTC has grown to become the most important extension methodology in use in most of Tanzania.</p> <p><u>Activities conducted in Jenoi ARFTC in Gambia (as in 2003):</u></p> <p>Until 2003, the Jenoi ARFTC has trained more than 540 Gambian farmers, 85% of them women. There have also been 56 trainees from other countries since 2000, half women and half men. All of the Gambian trainees are expected to go back to their communities and train at least one group of 25 other farmers, so that the total estimated to have been trained directly or indirectly by the IFF reaches the figure of at least 13,500. All of the trainees of the ARFTC, as well as their trainees, have formed a national farmers' association, which takes its name from the Indonesian foundation funding the IFF: the Gambian YAMPI Farmers' Association.</p> <p>In order to provide further assistance in the field and to assist the trainings conducted in the training centers, there were experts and technician dispatched to Gambia and Tanzania to. During the period of 1995 – 2003, there were 6 teams dispatched to Gambia and 5 teams dispatched to Tanzania (each consisted of 2-3 technicians &amp; experts). The expert teams spent 3 to 8 months in Gambia and Tanzania.</p>

#### **4.2.3. Period II: 2004 – 2011 (Bilateral Cooperation in Agriculture Sector: Indonesia – Tanzania & Indonesia – Gambia)**

After the program IFF and YAMPI for African countries was concluded in 2003, cooperation with African countries in agriculture continues under coordination of Ministry of Agriculture and Ministry of Foreign Affairs the Government of Indonesia. The Government of Indonesia has established bilateral agreement with Gambia and Tanzania for further cooperation in agriculture sector. The Indonesian government considered that agriculture sector played important role in foreign diplomacy and enhancing capacity of farmers in African countries considered as a soft diplomacy program.

Overall frameworks of development and implementation of bilateral cooperation between Indonesia dan Tanzania and Indonesia and Gambia during period of 2004-2011 is presented in the Figure 4.4. Whereas, summary of main activities under the bilateral cooperation in agriculture sector is presented in Table 4.6 and Table 4.7.

Figure 4.4. Program Bilateral Cooperation in Agriculture Sector between Indonesia-Gambia and Indonesia-Tanzania (2004-2011)

PERIOD II: 2004 - 2011								
	2004	2005	2006	2007	2008	2009	2010	2011
TANZANIA	March: Visit MoFA Tanzania to MoAg Indonesia		Gov. of Tanzania expressed willingness to cooperation Indonesia in agriculture (through Eol in Tanzania)	Feb: Meeting Eol and MoAg to discuss cooperation with Tanzania in agriculture	Comparative study for FARTC Tanzania: 3 persons visited Indonesia	Sept: PM & MoAg Tanzania visited Indonesia	Jan: assesment & follow up mission to FARTC Tanzania	April-June: Indo agriculture experts dispatched to Tanzania
				April: MoAg visited MoAg Tanzania & Gol donated 1 hand-tractor & water pump			March: JACC meeting in Bogor Indonesia	
				Sept: MoAg Tanzania visited Indonesia; signing MoU & establishment of Joint Agricultural Cooperation Committee (JACC)				
				Dec: Gol donated 12 hand-tractors to Tanzania				
GAMBIA	2004	2005	2006	2007	2008	2009	2010	2011
	April: Visit Ministry of Trade & Ministry of Home & Land Affairs Gambia to MoAg Indonesia	June: signing MoU with Gov of Gambia & Gol			Gol donated 12 hand-tractors to Gambia		April: assesment & follow up mission to ARFTC Gambia	Sept-Nov: Indo agriculture experts dispatched to Gambia
					March-June: Apprenticeship farmers Gambia to Indonesia			

**Table 4.6. Bilateral Cooperation in Agriculture Sector: Indonesia-Tanzania (2004 – 2011)**

Year	Activities	Notes
2004	Visit MoFA Tanzania to Min. of Agriculture Indonesia	<ul style="list-style-type: none"> <li>a. MoFA Tanzania conveyed for continuation activities in Mkindo FARTC</li> <li>b. Both countries agreed to find financial support from development partners for revitalize Mkindo FARTC</li> </ul>
2007	Visit Min. of Agriculture Indonesia to Ministry of Agriculture Tanzania	<ul style="list-style-type: none"> <li>c. The visit was also accompanied by businesses from Indonesia.</li> <li>d. Both ministries agreed to enhance cooperation in agriculture sector and to revitalize Mkindo FARTC.</li> <li>e. The Government of Indonesia handed-over 1 hand tractor and 1 water pump to the Government of Tanzania.</li> </ul>
	Visit Ministry of Agriculture Tanzania to Indonesia	<ul style="list-style-type: none"> <li>a. Visiting District Bolaang Mangodow in Sulawesi for harvesting cotton</li> <li>b. Signing MoU Indonesia and Tanzania in agriculture sector.</li> <li>c. Establishment of Joint Agriculture Cooperation Committee (JACC) between Indonesia and Tanzania.</li> </ul>
	Assistance of agriculture equipment from Indonesia for Tanzania	Ministry of Agriculture the Government of Indonesia sent 12 hand tractors to Gambia. The hand-tractors funded by Government Budget 2008. The hand-tractors were produced and sent to Gambia by PT. RUTAN, one of main agriculture equipment producer in Indonesia. In order to re-assembly of the hand tractors, PT RUTAN dispatched its technical experts to Gambia.
2008	Comparative study – field visit of Mkindo FARTC to Indonesia	Comparative Study for FARTC: organizers and experts from FARTC visited Indonesia (3 persons). The activity was coordinated by MoFA and MoA Indonesia.
2009	Meeting PM and MoA of Zanzibar (part of Tanzania) with MoA Indonesia	<ul style="list-style-type: none"> <li>a. There was a request from the Government of Tanzania for Indonesian agriculture equipment producers to export their products to Tanzania.</li> <li>b. Discussion on dispatching Indonesian agricultural experts to Tanzania &amp; training for experts of Tanzania in Indonesia.</li> </ul>
2010	Assessment and follow up mission to FARTC – Tanzania (9-15 January 2010)	<p>The team, among others, recommended:</p> <ul style="list-style-type: none"> <li>a. To continue its support for the development of FAR-TC's function as a "center of excellence".</li> <li>b. To conduct atrainingneedanalysisprior to capacity building program for Tanzania.</li> <li>c. The Government of Indonesia and the Government of Tanzania needed to engage with various donor countries/agencies in order to support the FARTC.</li> </ul>
	JACC meeting in Bogor	Priority for cooperation in agriculture sector between Indonesia and Tanzania were: capacity building, research and development for cotton, rice, and market access.
2011	Expert dispatch to Tanzania (10 April – 17 June 2011)	<ul style="list-style-type: none"> <li>a. Indonesia dispatched 2 agriculture experts to Tanzania.</li> <li>b. Period: 2 months.</li> <li>c. Purpose of the activity was apply agricultural technology than was suitable with local condition and policy in order to increase rice production in Tanzania, especially in Mkindo Morogoro.</li> </ul>

Source: summarized from Center of Foreign Cooperation, Ministry of Agriculture (*Pusat KLN – Multilateral Kementerian Pertanian*).



**Table 4.7. Bilateral Cooperation in Agriculture Sector: Indonesia-Gambia (2004 – 2011)**

<b>Year</b>	<b>Activities</b>	<b>Notes</b>
<b>2004</b>	Visit by Ministry of Trade and Ministry of Home & Land Affairs of Gambia to Ministry of Agriculture the Government of Indonesia	<ul style="list-style-type: none"> <li>a. Indonesia &amp; Gambia agreed to enhance cooperation in agriculture sector</li> <li>b. Ministry of Agriculture gave examples of rice seeds – 10 kg</li> </ul>
<b>2005</b>	Signing MoU between Indonesia and Gambia on agricultural cooperation (both Ministries of Agriculture)	
<b>2008</b>	Assistance of agriculture equipment from Indonesia for Gambia	Ministry of Agriculture the Government of Indonesia sent 12 hand tractors to Gambia. The hand-tractors funded by Government Budget 2008. The hand-tractors were produced and sent to Gambia by PT. RUTAN, one of main agriculture equipment producer in Indonesia. In order to re-assemble the hand tractors, PT RUTAN dispatched its technical experts to Gambia.
	Apprenticeship program for Gambia Farmers in Indonesia (12 March – 5 June 2008)	<ul style="list-style-type: none"> <li>a. The program was similar with the one that was used to be conducted in 1990s under the IFF program.</li> <li>b. Participants: 5 persons Gambian farmers and 1 extension officer.</li> <li>c. Period: 2 months</li> <li>d. Coverage of training: rice (mainly), and additional knowledge &amp; skills in vegetables, fruits, livestock and fisheries.</li> <li>e. Fund: Government Budget of Indonesia (APBN) – through Ministry of Agriculture.</li> </ul>
<b>2010</b>	Assessment and follow up mission to ARFTC – Gambia (4-10 April 2010)	The team, among others, recommended to revitalize Jenoi ARFTC in order to enhance the development of technical cooperation among western region in Africa.
<b>2011</b>	Experts dispatch to Gambia (10 September – 23 November 2011)	<ul style="list-style-type: none"> <li>a. Indonesia dispatched experts to Gambia consisted of 1 instructor, 1 farmer, and 1 livestock expert.</li> <li>b. Period: 2.5 months.</li> <li>c. Purpose of the activity was to apply agricultural technology that was suitable with local condition and policy in order to increase rice production in Gambia.</li> </ul>

Source: Summarized from Center of Foreign Cooperation, Ministry of Agriculture (*Pusat KLN – Multilateral Kementerian Pertanian*)

### 4.3. Findings and Analysis

The analysis of capacity building program on agriculture sector in Gambia and Tanzania will be focused more on the implementation of the program during Period I (IFF program in 1985-2003). Several positive lessons learned on the implementation of the program during the period can be drawn, for future inputs for program development under South-South and Triangular Cooperation. The following findings and analysis will be presented according to perceptive analysis of case study as mentioned in Chapter 2, which consists of aspect: relevance, effectiveness and efficiency, impact and sustainability of the program. The latter part of the analysis discusses promoting and inhibiting factors of the program.

#### 4.3.1. Relevance

Capacity building program in agriculture sector for both Tanzania and Gambia was considered relevant by the Government of Indonesia and partners countries (Tanzania and Gambia).

##### Relevance for Tanzania

1. The program is still relevant with policy and development in Tanzania. Based on the Ministry of Agriculture, Food Security and Cooperatives (MoAFC) of Tanzania, current priorities in agriculture sector of the country are: maize, rice, sugar cane, and cassava. In 2008, MoAFC has developed a National Rice Development Strategy in Tanzania (NRDS). The main target of rice production in Tanzania is to be self-sufficient in rice in 2018. The country strategy is to increase rice production mostly from irrigated rice production. Based on current rice production in 2013, the country aims to increase rice production by 35% in 2018.
2. In addition, for national development of agriculture Tanzania has developed cooperation with development partners to establish a Tanzania Agricultural Sector Development Project (ASDP). ASDP is a “basket fund” project which addresses the development challenge of enabling farmers to have better access to and use of agricultural knowledge, technologies, marketing system and infrastructure. Phase I of the project was in 2006-2013 and the country is planning to extend to Phase II in mid-2013. ASDP basket fund in Phase I was allocated 5% for cross-cutting issues in agriculture, 20% to national/regional level, and 75% to local level.<sup>2</sup> The fund is managed by MoAFC of Tanzania.
3. In global level, Tanzania is part of Coalition for African Rice Development (CARD). The coalition aims to double rice harvest in Africa within 10 years from 14 million tons per year to 28 million tons per year. Tanzania is one of the 12 participated countries in the First Group of CARD.<sup>3</sup> Moreover, Tanzania also participated in Eastern Africa Agriculture Productivity Project (EAAPP) which focuses on increasing agricultural productivity and development and dissemination of agricultural technology. The project focuses on four main commodities in Eastern Africa, which are: dairy products, wheat, cassava, and rice. Participated countries are: Kenya, Uganda,

<sup>2</sup>Tanzania consists of 26 regions/provinces and 127 districts.

<sup>3</sup>African countries participated in CARD are: Cameroon, Ghana, Guinea, Kenya, Madagascar, Mali, Mozambique, Nigeria, Sierra Leone, Tanzania, Uganda (First Group); and Benin, Burkina Faso, CAR, Cote d'Ivoire, DR Congo, Liberia, Rwanda, Gambia, Togo (Second Group).

Tanzania, and Ethiopia. Tanzania is selected as a country for development rice production in Eastern Africa.

4. In district level, the program is still relevant since rice production methods used in Morogoro and shared in Mkindo FARTC is still the ones taught in Indonesia. Morogoro is determined by the Government of Tanzania as the region for domestic rice production in Tanzania. In addition, weather and soil condition in Tanzania, especially in Morogoro, is relatively the same as Indonesia. For agriculture technologies, farmers in Tanzania prefers to apply the ones from Indonesia, since it is relatively less complicated compare to the technologies from developed countries.

### Relevance for Gambia

1. The program is relevant with agriculture and development goals in Gambia. Agriculture development is the main driver of the economy stipulated in the long-term vision and policies as follows:

*“To transform the Gambia into a financial center, a tourist paradise, a trading, export-oriented **agricultural** and manufacturing nation, thriving on free market policies and a vibrant private sector, sustained by a well-educated, trained, skilled, healthy, self-reliant and enterprising population and guaranteeing a well-balanced eco- system and a decent standard of living for one and all under a system of government based on the consent of the citizenry”.*

In addition, Gambia has medium term strategic development programs related to agriculture as follow:

- a. Agricultural and Natural Resources Policy (ANRP) 2006-2015 has a short-term vision of:
  - A strengthened sector supported with at least 10% of national budgetary allocations (excluding debt servicing);
  - Attaining sustainable increased levels of self-sufficiency in food production by at least 25% of present levels;
  - Increased incomes of smallholders;
  - Increased food security at household level
- b. Poverty Reduction Strategy Papers Phase I (2003-2005) and Phase II (2007-2011) which aims at five priorities:
  - Creating an enabling policy environment for rapid economic growth and poverty reduction;
  - Enhancing the capacity and output of productive sector;
  - Improve coverage of basic social services and social protection needs of the poor and vulnerable;
  - Enhance governance systems and build the capacity of local communities and Civil Society Organizations (CSOs) to play an active role in Economic Growth and Poverty Reduction;
  - Mainstreaming cross-cutting issues that also contribute to poverty.

- c. Gambia National Agriculture Investment Plan (GNAIP) 2011-2015 comprising of the six strategic programs:
    - Development of agricultural chains and market promotion;
    - Improvement of water management;
    - Prevention and management of food crisis and other natural disasters;
    - Improvement management of the other shared resources;
    - Sustainable farm development;
    - Institutional capacity building for the implementation of the RAIP
  - d. Program for Accelerated Growth and Employment (PAGE) 2012-2015 consisting of the five pillars:
    - Accelerating and sustaining economic growth;
    - Improving and modernizing infrastructure;
    - Strengthening human capital stock to enhance employment opportunities;
    - Improving governance and fighting corruption;
    - Reinforcing social cohesion and cross-cutting interventions.
2. According to the government of Gambia, the country needs assistance to increase its agriculture production. Gambia is one of the African countries where crop failure seems to be an annual event due to drought and flooding (though rainy season occurs only 4-5 months a year), yet economy of the country relies heavily on agriculture. Therefore, any kind of assistance in the capacity development in agriculture sector is definitely very helpful.

### **Relevance for Indonesia**

1. As stated above, the program was (and is still) relevant to national and sectorial development goals of both countries, Gambia and Tanzania. Hence, assisting the two countries can be an entry point of Indonesia for further enhancing its roles in Eastern and Western part of Africa in order to strengthen Indonesia's position in international cooperation, both in agricultural sector and in global economic development.
2. Indonesia has experienced rice self-sufficiency in 1980s and has expertise in rice production. Hence, role of Indonesia for international agricultural production (especially rice production) is still very important.
3. Gambia and Tanzania are considered as priority countries for technical cooperation by the Ministry of Foreign Affairs in the current years. Enhancing roles of FARTC in Tanzania and ARFTC in Gambia is one of flagship programs under South-South and Triangular Cooperation, under Ministry of Agriculture of Indonesia.
4. Considering long history of cooperation between Indonesia and the two countries, cooperation with Gambia and Tanzania is considered as a soft diplomacy by the Ministry of Foreign Affairs to maintain and increase roles of Indonesia in Africa. In 1950s, Indonesia played important roles in political development of Asia and Africa, since Indonesia was one of the countries that initiated Asia Africa Conference and became host of the conference in 1955.

### **4.3.2. Effectiveness& Efficiency**

There were several analysis and assessment of the IFF program have been conducted. Among others is the one by Martaamidjaja and Anwarhan (1996), which stated that after apprenticeship program, most participants regarded their experience in both technical and social aspects as meaningful and useful. The farmers expressed their willingness to apply the technologies they have learned as well as share their experiences with fellow farmers. The program was conducted with a thorough assessment of training needs, careful selection of host farmers and field facilitators, and intensive supervision, which made the program successful.

FAO assessment of IFF program in 2003 concluded that the 18 years of the Indonesian Farmers' Fund (IFF) have been a very interesting and productive experience which went through an exceptionally intelligent evolution from (i) capital-intensive emergency and non-emergency input distribution to (ii) an exchange program for training of selected African farmers in Indonesia to (iii) the establishment of training center in two regions of Africa to allow Indonesian farmers and experts to train African farmers on a larger scale and in their own environment. The training centers should be continued and gradually expanded, with the aim of becoming regional training centers specialized in bringing Asian rice (and other) technologies to Africa.

Many related stakeholders in Indonesia (Ministry of Agriculture of Indonesia and YAMPI, the ones that initiated the program in Period I, representative P4S in Indonesia<sup>4</sup>) and stakeholders in Gambia and Tanzania (Ministries of Agriculture in both countries, and management of farmers training centers – Jenoi ARFTC and Mkindo FARTC), considered that the program was successful in supporting African countries to increase their rice production. Apprenticeship program complemented by experts dispatched was considered effective in sharing knowledge and skills of rice production and technology from Indonesian farmers to African farmers. According to management of P4S in Indonesia, the methods applied in apprenticeship program was consisted of 75% practice and 25% theory. The African farmers can directly get the knowledge from their fellow farmers in Indonesia, and can directly practice their skills during the program. Hence, even though there were linguistic and cultural differences, the farmers could work together and discuss issues related to rice production.

### **4.3.3. Impact**

The program, especially the one in Period I (1985-2003), has benefited for both Indonesia and the partner countries (especially Tanzania and Gambia).

#### **Impact to Tanzania**

According to the Government of Tanzania, management of Mkindo FARTC and farmers in Mkindo, the program has given positive impacts to individual farmers in Tanzania, group of farmers in Tanzania, and rice production in Tanzania. According to official report of Mkindo FARTC (2011), the existence of the center is a very useful since it is a place where farmers meet, train and exchange ideas for improving their farming skills. The methods applied through group activities and participatory learning using Farmer Field Schools/Integrated Pest and Production Management

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<sup>4</sup> In the development of the case study, P4S in Indonesia that was visited is P4S "Cara Tani" in Kuningan, West Java.

(FFS/IPPM) approach. In Tanzania, the MoAFC has taken this approach as an alternative extension methodology for rice production training. The center is currently requested by the government to train farmers in other agricultural villages and extension officers from various regions using the FFS methodology.

During period 1990-1999, there were 31 farmers and extension officers participated in apprenticeship program in Indonesia and five teams of Indonesian technicians and experts dispatched to Tanzania during 1995-2003. After the establishment of the center in 1996, it started to actively conduct training by applying FFS/IPPM methods in 2000. From 2000-2010, 371 farmers from Mkindo and other neighboring villages were trained in Mkindo FARTC. Alumni of apprenticeship program in 1990s and alumni of trainings in Mkindo FARTC have further become resource persons to train other farmers in their respective villages. In addition, Mkindo FARTC also conducted short courses to farmers from within and outside Morogoro Region. During 2000-2010, a total of 874 farmers were trained on rice technology and a total of 701 village extension officers have participated in training for trainers by applying FFS/IPPM methodology. Hence, in total 1,946 farmers and extension officers from several regions in Tanzania have been trained in Mkindo FARTC.<sup>5</sup>

Besides conducting trainings supported by MoAFC, and by Regional and/or District Government, the Mkindo FARTC has also conducted trainings supported by other development partners such as: FAO, USAID, etc. In conducting the trainings, Mkindo FARTC also included resource persons from other agriculture research and training centers in Tanzania.<sup>6</sup> The following figures show some activities of trainings conducted by FARTC.

**Figure 4.5. Training for Farmers in Tanzania by Mkindo FARTC**



<sup>5</sup> Data is based on "Mkindo Farmers Training Center: A Report of the Training Center from Inception Period of Year 2000-2010", reported by Mr. Temi, the Principal of Mkindo FARTC (2011).

<sup>6</sup> There are several agriculture research and training institutes in Tanzania, such as: Kalimanjaro Agriculture Training Center, Agriculture Research Institute in several regions, Ministry of Agriculture Training Institute in several regions.

The establishment of training center in Mkindo has changed farmers' attitude, enhance farmers' knowledge and skills for sustainable profitable rice production. According to the Principal of Mkindo FARTC, benefits attained from the program are as follows:

1. Increase number of farmers in Mkindo from 100 – 1,500.
2. Increase per unit rice production from 3 tons to 6 tons per ha.
3. Increase food production from approximately 300 tons/year to 9,000tons/per year.
4. Reduce dependence of farmers to extension officers.
5. Reduce the use of industrial pesticide/herbicides for rice production.
6. Enhance capacity of farmers from Mkindo to be able to train farmers in other villages.

In addition to the increase of rice production, based on interview with farmers in Mkindo, income of farmers has also increased, which can be seen from physical condition of farmers' houses in Mkindo which was better compared to several years ago.

Despite of its activities, facilities of Mkindo FARTC is relatively limited. Currently, there are 6 permanents staffs paid by MoAFC to manage the center. Current facilities of the center are as follows: 1 class room, 1 principal and secretariat room, 1 warehouse and staff room, 1 dining hall, 1 dormitory with maximum capacity of 18 persons (3 rooms each for 3 persons (male), and 3 rooms each for 3 persons (female)), and 4 bathrooms. A brief condition of the center in 2013 can be seen in the following figures.

**Figure 4.6. Current Condition of Mkindo FARTC in Morogoro, Tanzania (2013)**



## **Impact toGambia**

As in Tanzania, the program in Gambia was reported to have given positive impacts to individual farmers, group of farmers, and rice production. Although there was no official report from Jenoi ARFTC, the positive impacts can be drawn from discussions with the management of ARFTC, farmers, and the Government of Gambia.

In order to overcome annual drought, famine and flooding in Gambia, in the short-term, the country usually gets aid from international organization(s)/donor(s). In the longer-term, capacity of farmers has increased, since they have acquired knowledge and skills to cultivate farming land in order to optimize its production both in terms of agricultural inputs (seeds, fertilizers, chemicals) and suitable farm equipment.

The ARFTC is utilized in conducting training for farmers both from local area, neighboring countries and also from other development partners. It is a large training complex consisting of several dormitories with total capacity of up to 175 people, mosque, one dining hall, one large meeting/conference hall, storage room, generator room, small banana plantation, small area for demonstration plot and composting, one office, and one house for the administrative officer. Farmers that have been trained in ARFTC were expected to go back to their communities and train group of farmers there. Total estimated farmers that have been trained, directly and indirectly, since the establishment of ARFTC until 2003 was about 13,500 (approximately 1,750 farmers per year). According to the management of ARFTC, in the period of 2003 to 2012, average number of farmers trained in ARFTC was only 500 people per year. ARFTC performance plunged after 2003 because fund is no longer available either from YAMPI or the Government of Gambia. However, regardless the condition of the ARFTC, Gambians still have positive attitude towards Indonesia. The following figures show current condition of ARFTC. The following figures show training for Gambian farmers conducted by the experts from Indonesia in 2007 and the current condition of Jenoi ARFTC in 2013.



**Figure 4.7. Training for Farmers in Jenoi ARFTC**



**Figure 4.8. Current Condition of Jenoi ARFTC in Gambia (2013)**



The creation and support of the Gambian YAMPI Farmers' Association in 1997, as the first reputable nationwide farmers organization after the return of Gambian farmers from Indonesia, which shall give especially women farmers more opportunities to express their opinion in pursuit of food self-sufficiency and income for the growing population and start to develop divisional and district

gardens where promotion of agricultural production diversification would take place, was already proven and expected to be revived.

### **Impact to Indonesia**

The program has also given positive impacts for Indonesia. The direct impact is the establishment of non-governmental organization for farmers – YAMPI, which originally was established to manage implementation of IFF program from Indonesian side. Currently, YAMPI is not actively involved in bilateral cooperation between Indonesia-Gambia and Indonesia-Tanzania. However, the organization is still actively operated to enhance communication among farmers and fishermen in Indonesia, to enhance management and leadership capacity of farmers in Indonesia, and to provide educational support for farmers and fishermen family.

Other significant impact is the capacity of P4S in Indonesia to host foreign farmers for apprenticeship program in Indonesia. P4S is managed by farmers and get limited financial support from the government. However, in order to support the apprenticeship program in 1990's, some of prominent farmers participated in the training abroad organized by Ministry of Agriculture and development partners. Some of the P4S has adequate capacity to conduct many trainings program for Indonesian farmers, and host foreign farmers for apprenticeship. Prominent and experienced farmers from P4S were among experts who were dispatched to Gambia and Tanzania to give assistantship of the farmers there. Another step of the P4S revitalization plan is the formation of alumni group of experts assigned in Africa (*KATA Afrika*) in 2010, which is expected to tighten the relationship between these experts and encourage the technical assistance in Africa.

Major positive impact of the program was a positive perception of people in Tanzania and Gambia (especially in agriculture sector) towards Indonesia. Under the MoAFC in Tanzania, there is one official who is assigned to maintain and develop Mkindo FARTC. Local government of Morogoro and Mkindo is very open to the Government of Indonesia. The atmosphere of acceptance of Indonesia can be directly felt while meeting management of Mkindo FARTC and the farmers there. This intangible impact, is nonetheless very important, especially if the Government of Indonesia want to increase its participation and role in Africa.

In broader perspective, trainings that were conducted in the training center both in Gambia and Tanzania with participants from other regions, other districts, or even other African countries have given better perception of Indonesia in the partner countries. The training centers also have conducted trainings supported by other development partners, so that role of Indonesia in developing rice production in Africa was more acknowledged by other development partners.

Although still very limited, due to donation of 12 hand-tractors to Gambia and Tanzania in 2008, there is an opportunity for agriculture producers to export their products to Gambia and Tanzania. Farmers in the respective countries found that agriculture equipment from Indonesia were suitable for their production.

#### **4.3.4. Sustainability**

Due to successful implementation of Indonesian Farmers' Fund in 1985-2003 (Period I), evaluation and assessment from related institutions have recommended programs to maintain sustainability of

the programs. The implementation of the program in this period was due to support from Indonesia, FAO, and the partner countries. Availability of financial support was indeed an important factor to sustain the program for 18 years. In addition to the availability of fund, roles of stakeholders involved in the program was also crucial. From Indonesian side, KTNA/YAMPI in coordination with the Ministry of Agriculture continuously conducted evaluation and assessment of the program, which resulted in designing follow up programs that were suitable to the needs and condition of partner countries. Role of FAO as development partner was also very important. FAO as development partner has information, knowledge, and access to partner countries that need to be assisted. The organization also has capacity and experiences to manage, implement, and evaluate food aid programs in many countries. Last but not least, prominent role of government and beneficiary organization in partner countries. Their willingness to cooperate and support the implementation program (in term of policy and financial support) was an important factor for sustainability of the program.

After IFF program completed in 2003, both the Government of Tanzania and the Government of Gambia visited Indonesia in the following year to express their interest for further bilateral cooperation with Indonesia, especially in agriculture sector. Although, the Government of Indonesia (represented by Ministry of Agriculture, Ministry of Foreign Affairs) has also shown interest for further cooperation and have later signed MoU with the respective partner countries in agriculture sector, a comprehensive program as the one designed in IFF program in 1980s has not been developed yet. There were several follow up capacity building activities that have been conducted in the last 8 years (2004-2011) with Tanzania and Gambia, such as: (i) apprenticeship program for Gambian farmers (2008), (ii) comparative visit to Indonesia for Tanzanian farmers and FARTC management (2008), and (iii) expert dispatch to Tanzania and Gambia (2011). However, the implementation of the activities was still fragmented and there was no bigger picture on what to be achieved in longer term by conducting the activities.

Indonesia still has advantage in knowledge and technology for rice production (and agriculture sector) to be shared to farmers in Tanzania and Gambia (or other African countries). Agriculture sector is currently main development target and policy for Tanzania and Gambia, and the respective governments in both countries had express interest and willingness to further cooperate with Indonesia. Hence, the next step in order to sustain the program and achieved longer term benefits for Indonesia and the partner countries is to develop a more comprehensive cooperation program.

#### **4.3.5. Promoting Factors**

There are some promoting factors that can be drawn from the case study, especially to learn what factors that promote the success of the program in Period I.

1. The needs and condition of partner countries
  - a. The program was firstly initiated in response to the need of African countries for food security. Hence, the program was designed based on needs and condition of the partner countries.
  - b. In Africa, rice is one of staple food. Weather and soil condition is relatively the same as Indonesia. Hence, rice production techniques in Indonesia can be applied in Africa.

- c. In order to produce rice, African farmers prefer to apply methods from Indonesia and use simple equipment from Indonesia. Agriculture methods and equipment from developed countries was considered too sophisticated by African farmers.
2. Development policy in partner countries
    - a. The designed program was in line with development policy of the respective partner countries (Tanzania and Gambia). The countries have developed national development plan in agriculture sector aiming for self-sufficiency of rice production. Due to their limited capacity to achieve the goal, they requested assistance from and cooperation with other countries and development partners.
    - b. In addition, the partner countries have participated in international cooperation for rice development in Africa. Both, Tanzania and Gambia are countries included in CARD. Tanzania also has significant role for development of agricultural productivity in Eastern Africa. Tanzania is included in EAAPP, which focus on research and development to increase rice production in Eastern part of Africa.
  3. Development policy in Indonesia
    - a. From Indonesia political point of view, Indonesia has a history of strong political position among African countries, because of Indonesia's role in Asia Africa Conference back in 1950s. Most of African countries welcome cooperation with Indonesia.
    - b. For further bilateral cooperation of Indonesia, Tanzania and Gambia are among priority countries for international cooperation. According to NCT-SSTC and Ministry of Agriculture, program in Tanzania and Gambia is considered as flagship program.
  4. Support of line ministry in Indonesia
    - a. Role of the Government of Indonesia, in this case Ministry of Agriculture, especially in Period I was significant. The government was closely related to KTNA/YAMPI, facilitated cooperation with FAO, and supported the implementation of the program. The Government of Indonesia was actively involved in evaluation and assessment of the program.
    - b. The Government of Indonesia allocated financial support for follow up activities for Period II.
  5. Capacity of implementing agency
    - a. KTNA/YAMPI was actively involved in planning, designing, implementing, and evaluating the program. With continuous evaluation and assessment of the program, follow up programs can be designed to suit to the needs and condition of partner countries. The organization also can closely cooperate with related line ministry (Ministry of Agriculture).
    - b. KTNA/YAMPI has capacity to gather and coordinate all farmers group in Indonesia. The farmers groups are the ones that have practical knowledge and capacity to be shared to African farmers. Most of farmers groups has established P4S, an independent rural training center managed by farmers. Prominent farmers in the groups play important role in managing the training center. Some of P4S already have experiences in hosting foreign farmers for apprenticeship program.
    - c. Ministry of Agriculture has established research and training center, with expert in rice production and technology.
  6. Organization and people in partner countries
    - a. Management of training centers in Tanzania (Mkindo FARTC) and Gambia (Jenoi ARFTC) has positive response towards Indonesia. Farmers in the regions are also very open to Indonesia. The atmosphere of acceptance of Indonesia can be directly felt in Mkindo and Jenoi. This positive response and attitude can be asset to support further cooperation.

- b. Management of the training center (especially in FARTC Tanzania) has a strong commitment to manage and enhance capacity the training center. This is crucial for continuation of activities in the training center.
  - c. Strategic location of the training center within the country. Jenoi located in the mid Gambia, so that farmers from many location of Gambia can easily come to Jenoi for training. Mkindo is located in Morogoro region which is a rice production region in Tanzania.
7. Role of development partner
- a. As mentioned earlier, FAO played important role for the success of program in Period I. It has information, knowledge, and access to partner countries that need to be assisted. Moreover, the organization also has capacity and experiences to manage, implement, and evaluate food aid programs in many countries.

#### **4.3.6. Inhibiting Factors**

Despite many promoting factors can be drawn from the case study, there are some inhibiting factors that impeded the program.

1. Implementation of the program
  - a. According to implementing agency, there were cultural differences between African and Indonesian farmers, so that during the first few days of apprenticeship program they needed some adjustments. Cultural differences among others were: daily habits (hygiene, eating habits, daily manners) and working customs (for example, in some African countries crop production was managed by women, while livestock and plantation was managed by men, hence male farmers showed less interest in crop production compared to female farmers).
  - b. The apprenticeship program was designed mostly for farmers. However, in some cases, participants were high-level government officials from partner countries, they were a bit reluctant to participate in field work.
  - c. Language also slightly hindered the implementation program. However, since most knowledge and skills taught to the African farmers was by practical methods, language barrier can be overcome.
  - d. The 3-month training in Indonesia for African farmers and/or expert dispatch was considered not enough. It will be better to have a six months period of training.
2. Capacity of training centers in partner country
  - a. Facilities in Mkindo FARTC are limited, so that number of participants in one batch of a training is limited (with in-house training, they only can manage to have maximum 18 participants). They are currently in the process of applying to development partner for further development of the center. In addition, both training centers have limited supporting facilities to conduct a training, such as: no agriculture equipment for field practice, no literature references to update knowledge on agriculture, etc.
  - b. For operational management of the training centers, both in Tanzania and Gambia, financial support from the government are limited. The governments consider that the training centers should be able to support themselves from their current training activities. However, cost needed for the centers to properly maintain facilities is relatively high. For example, in Jenoi ARFTC, supporting public utilities such as electricity and clean water is not yet

- available, so that they have to allocate additional budget for electricity generator and clean water.
- c. Staffs in the training center mostly have limited management skill, hence the training centers cannot be properly managed.
3. Limited financial support for follow up programs
    - a. Availability of fund is and always has been the utmost issue to implement and sustain the program. After the IFF program concluded in 2003, very little budget was allocated to follow up the program. This caused fragmented activities conducted with lack of sustainability in the future.
    - b. Even though, the African farmers stated that they need assistance from Indonesia, financial support from their government was limited. Hence, further improvement of program is limited.
  4. Government and institutions
    - a. Implementation of the program in Period II was not yet coordinated among related ministries in Indonesia. In order to achieve long-term benefits as the program in Period II, coordination among related ministries is crucial.
    - b. The absence of Indonesian Embassy in Banjul. Gambia is often considered too small to get full and direct focus, so activities are usually emphasized for West African countries which is hoped to have impact on Gambia.
    - c. Government officials in Gambia, even at the level of Permanent Secretary or Director, are often replaced, which reduced communication and coordination among government institutions in Gambia.
  5. Other factors:
    - a. Gambia always experience crop failure every year (drought in dry season and flood in rainy season).
    - b. Unlike in Tanzania, which has several research and formal training institutes for agriculture production, number of research institutions in Gambia is limited. The availability of other research and training institutes within the country can support training activities in the training centers (for resource persons, exchange update production methods, etc.).

## Investment Leverage and Academic Exchange, Collaboration with Private and Academics in Agriculture Sector

Summary of the Program	
<b>Name of program</b>	Investment Leverage and Academic Exchange, Collaboration with Private and Academics in Agriculture Sector
<b>National Coordinating Team – SSTC</b>	-----
<b>Implementing Agency</b>	Faculty of Agriculture – GadjahMada University, Yogyakarta, Indonesia
<b>Time of program</b>	2008 – 2012 (4 years)
<b>Partner Countries</b>	Namibia
<b>Participants</b>	<ul style="list-style-type: none"> <li>▪ Faculty of Agriculture, University of Namibia</li> <li>▪ Ministry of Agriculture, Water and Forestry, Namibia</li> </ul>
<b>Funding</b>	Sources of funds: <ul style="list-style-type: none"> <li>▪ Gadjah Mada University (World Class Research University Fund)</li> <li>▪ University of Namibia</li> <li>▪ Indonesian Embassy for Namibia</li> </ul>

## 5.1. Namibia in Brief



The Namibia is located in the southern part of Africa. Bounded by Angola and Zambia at its North, Botswana to the East and South Africa at its South and East, Namibia gained its independence from South Africa on 21 March 1990. The capital, as well as the largest city in Namibia is Windhoek. With population of 2.32 million people, Namibia maintained its economic growth at 3-4 % during 2008 to 2011 period. It relies heavily on its mining sectors including the extraction and mineral processing.

**Table 5.1. Comparison on Economic Indicators between Indonesia and Namibia, 2011**

Indicators	Indonesia	Namibia
Land Area (km <sup>2</sup> )	1,811,570	823,290
Population	242,325,638	2,324,004
Gross Domestic Product (Current US\$)	846,832,282,925	12,300,698,895
GDP per Capita (Current US\$)	3,495	5,293
Agriculture Value Added (% of GDP)	14.72	7.33
Industry Value Added (% of GDP)	47.15	19.57
Service Value Added (% of GDP)	38.13	73.10

Source: [www.worldbank.org](http://www.worldbank.org)



## 5.2. Description of the Program<sup>7</sup>

### 5.2.1. Background of the Program

The program was initiated in 2009 by the University of Namibia and GadjahMada University in Yogyakarta, which was then followed up by government-level agreement between the two countries in 2011. The University-to-University cooperation was triggered by national food security program in agriculture (rice production) in Namibia. The project was known as the Kalimbeza Rice Project and was a joint project between the MAWF and University of Namibia (UNAM) in Zambezi River flood plain in the Caprivi Region (North East of Namibia).

The Government of Namibia, which already had a partnership with a Japanese university, and had gained support of farm equipment from developed countries such as Sweden, the Netherlands and Japan at that time, still expressed their interest to cooperate with Indonesia since technology of agricultural equipment from the developed countries considered less suitable for the country, because the equipment was too sophisticated.

Since African countries historically have good relationship with Indonesia based on Asia Africa Conference in Bandung in 1955 and Indonesia is considered to have competence in agriculture, Ministry of Agriculture, Water and Forestry of Namibia (MAWF) approached the Embassy of Indonesia in Windhoek requesting assistance for achieving national food security program. In January 2008, MAWF visited Indonesian Embassy in Windhoek, Namibia and requested for assistance and support in the form of technical assistance and knowledge transfer in the agricultural sector to achieve their national food security program through excellence in sustainable rice production and to develop it as a national center of excellence in rice research, development and extension service for the primary dissemination of rice farming technologies. The program is called Vision 2030 (initiated in 2000). Indonesian Embassy then contacted one of agricultural expert from Gadjah Mada University in Yogyakarta.

Some arrangements were made to start the program. Indonesian Embassy in Windhoek paid a courtesy call to MAWF of Namibia in January 2008, followed by another visit of the Indonesian Embassy staff accompanied by two UGM experts to Caprivi and Oshakati Regions in October 2008 to conduct observation in the Caprivi and Oshakati Regions, which were the project locations in Northern part of Namibia (see Figure 5.1). A Memorandum of Understanding (MoU) between UGM and UNAM was signed in 2009 and in the same year, UGM experts performed another visit to do preliminary feasibility study.

Hence, activities conducted under cooperation of UGM and UNAM in agricultural sector were: (i) UGM agricultural experts dispatch to UNAM, (ii) staffs and students exchanges, (iii) visits by both university officials to their counterparts, (iv) visits of UNAM officials to CV KaryaHidup Sentosa (KHS), an agriculture equipment manufacturer in Yogyakarta. UNAM visited KHS firstly to look possibility of purchasing hand tractor and transplanting machinery from CV KHS. Subsequent visits by UNAM to CV KHS was to see a live demonstration of farm equipment proposed by CV KHS for 'raised bed method' as a solution to the problem of agricultural land in Namibia. University-to-University cooperation that was initially conducted in the agricultural sector, was further expanded into other faculties. During

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<sup>7</sup>Data collected from Dr. Taryono (UGM) and Mr. GatotSoetrisno (KHS) interviews

the last meetings of the two universities, Faculty of Medicine and Faculty of Science (Biology Department) of UNAM has shown interest in expanding the cooperation with UGM.

### **5.2.2. Purpose of the Program**

The program was developed in order to assist the Government of Namibia achieving their Vision 2030 plans programs and projects to ensure food security (both national and household levels). One of its objectives is to boost sustainable rice production in Namibia.

### **5.2.3. Implementation of the Program**

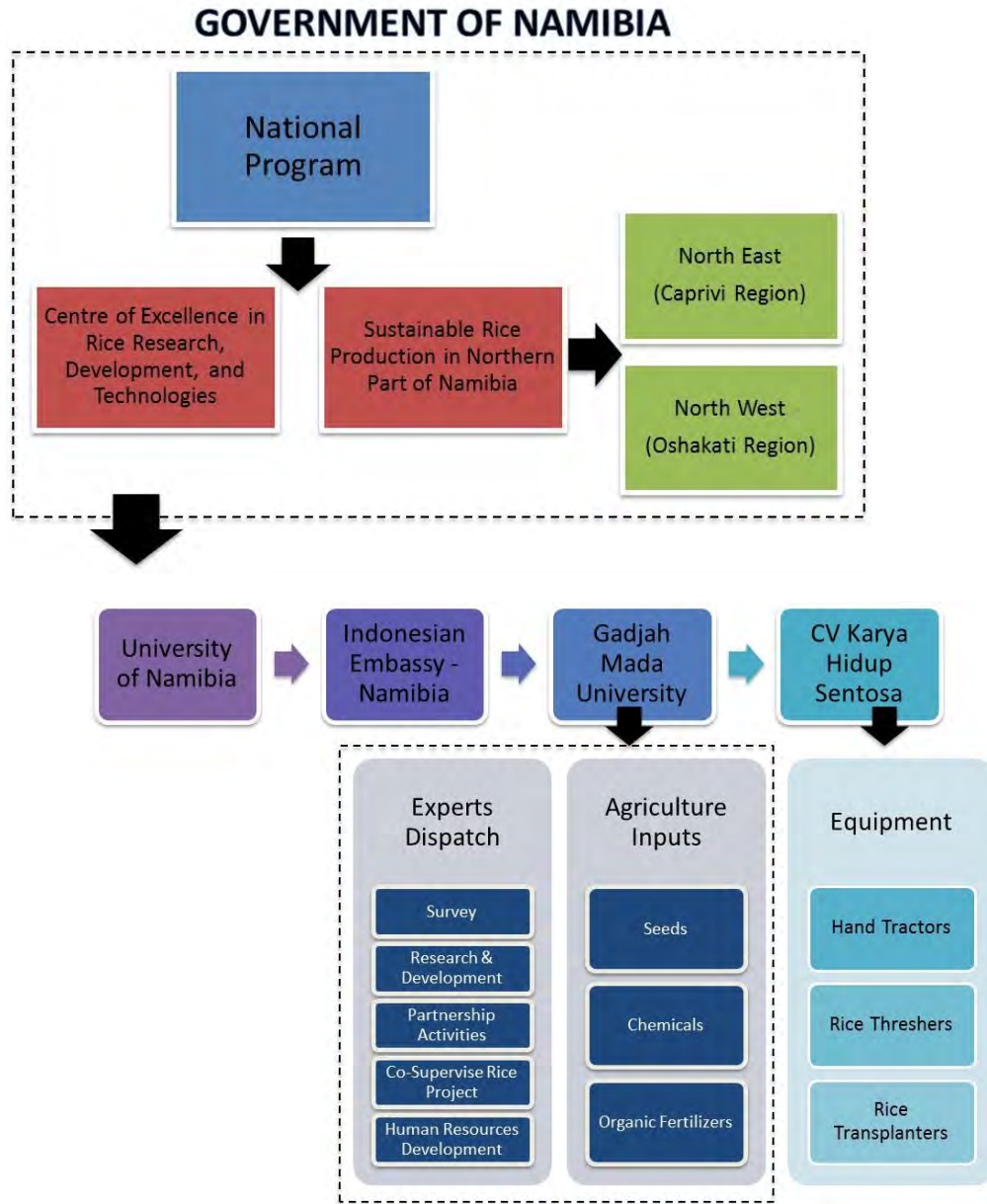
In developing the program, the following activities were conducted during 2010 and mid of 2011:

1. UNAM officials led by the Vice Chancellor of UNAM made a reciprocal visit to UGM and CV KHS in Yogyakarta. The purpose to meet CV KHS was to look at the possibility of buying hand tractor from Indonesia (April 2010);
2. UNAM decided to purchase hand tractors and transplanting machineries from CV KHS and requested UGM to help assemble and test those products in Namibia. UGM then sent two staff members (Dr. Taryono as an Instructor and Mr. Muhammad Haryono as a technical assistance) starting August 2010 – February 2011;
3. A seminar “The Impact of Climate Change on Agriculture” was held at the Ogongo Campus of UNAM, funded by Indonesian Embassy in Windhoek and UNAM (September 2010);
4. Initiation of hand tractor use also occurred in September 2010;
5. Deputy Dean of Faculty of Veterinary Medicine of UGM and two other staff members visited UNAM (February 2011);
6. Deputy Dean of Faculty of Agriculture and Natural Resources of UNAM visited UGM (February 2011) to review the progress of the collaboration so far and to plan further activities.

The University-to-University level was followed up by a Government-to-Government agreement when the Ministry of Agriculture of Indonesia signed the MoU with the Ministry of Agriculture, Water and Forestry of Namibia in March 2011. Secretary General of Ministry of Agriculture of Indonesia even had the chance to visit Namibia in November 2011.

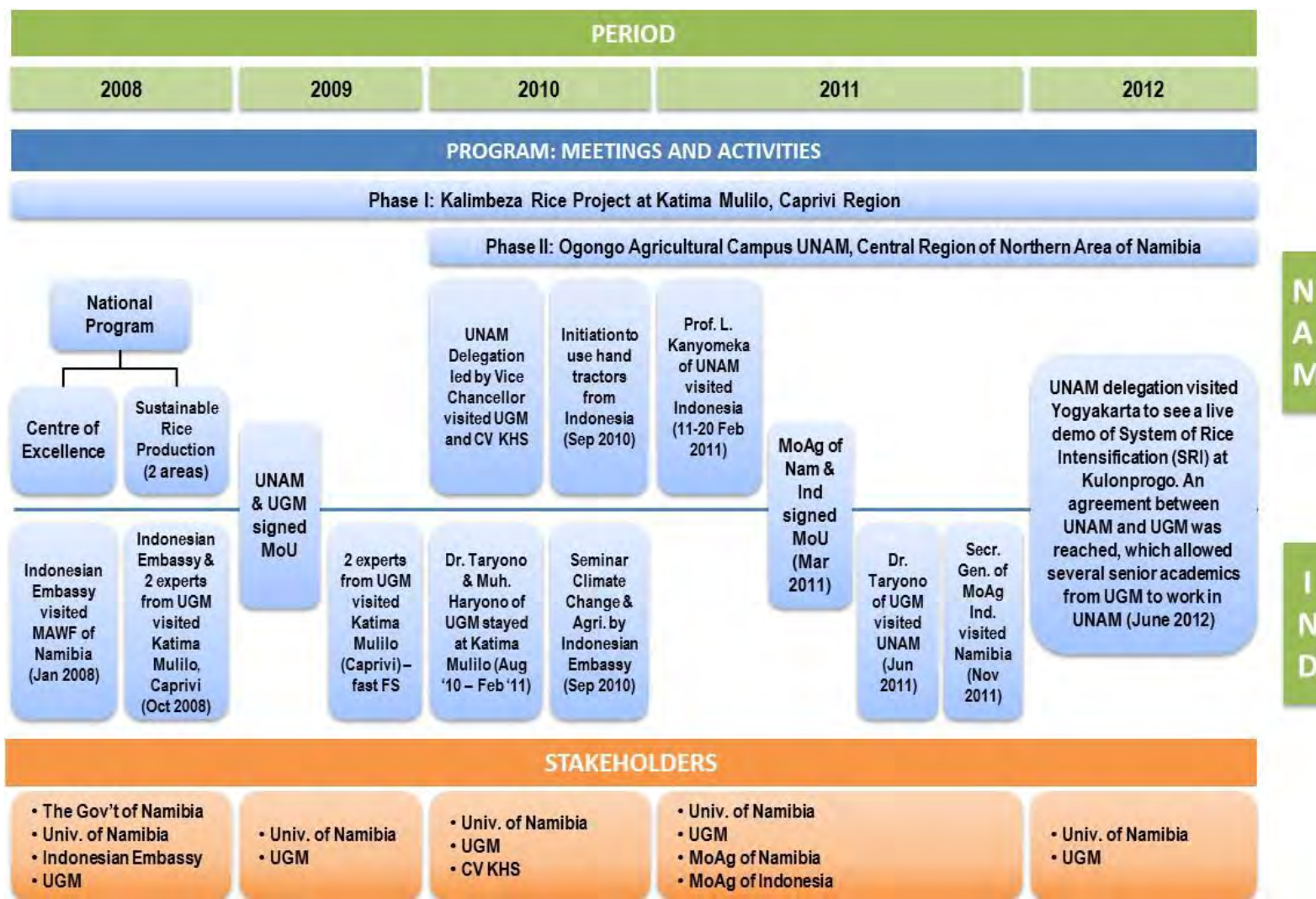
In 2012, another delegation of UNAM again visited UGM (Kulonprogo area) to see a live demo of System of Rice Intensification (named “SRI”) and a ‘raised bed method’ - or ‘*surjan*’ (inland preparation to raise soil for rice plots, where lower land parts should be used to manage water resources) supported by the proper KHS equipment for the Oshana flat flooding area in Namibia(see Figure 5.1).Unfortunately, there was no activity following up the G-to-G during 2012.

Figure 5.1. Process of Investment Leverage and Academic Exchange



Source: LPEM, 2013

Figure 5.2. Program of Investment Leverage and Academic Exchange – Indonesia & Namibia

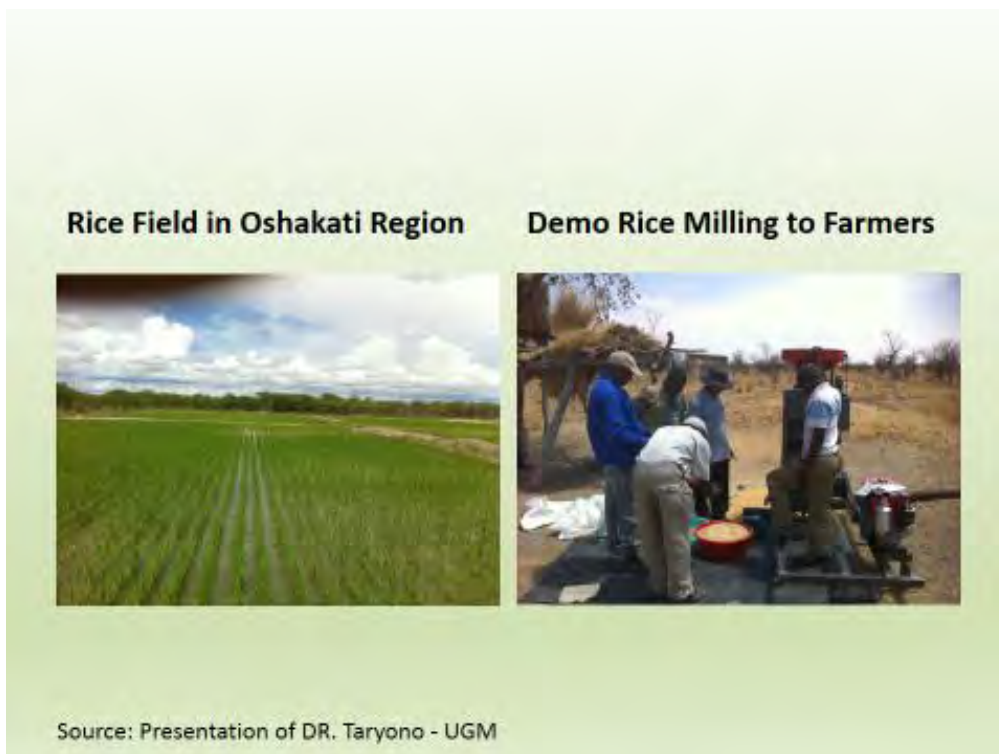


Source: LPEM, 2013

**Figure 5.3. First Visit of Researcher from UGM to Namibia**



**Figure 5.4. Condition of the Project in Oshakati Region Namibia**



## 5.3. Findings and Analysis<sup>8</sup>

### 5.3.1. Relevance

The purpose of this University-to-University cooperation was to assist Namibia in order to ensure their Vision 2030 food security program both in national and household levels. UNAM was appointed by the MAWF of Namibia as joint partner in the project and UGM was considered as one of prominent university partner with proper ability that fit the needs of the agricultural sector in Namibia in terms of human resources (agricultural experts, extension workers and master farmers), agricultural inputs (seeds, fertilizers) and also reliable business network (manufacturer of agriculture equipment).

### 5.3.2. Effectiveness and Efficiency

Indonesia is expected to assist Namibia enhancing the capacity of local residents/natives starting with agricultural sector in Northern part of Namibia and expanding (hopefully) into other sectors i.e. medicine and science. With the visits and exchanges conducted between the two universities, learning process and information exchange between the two universities were developed and each university began to have a better understanding concerning their counterpart's conditions. Namibian farmers perceived that the resource persons dispatched from UGM and agriculture equipment proposed by CV KHS were appropriate to their needs, so that they are willing to apply agriculture knowledge and skills that was shared by Indonesian experts and operate hand tractors purchased from Indonesia.

### 5.3.3. Impact

#### Impact to Namibia

Knowledge and skills of the Namibians have increased significantly in the area of:

1. assembling newly acquired hand tractors and their implements;
2. training project staff and farmers on how to operate hand tractors;
3. repairing and conducting maintenance of hand tractors;
4. preparing nursery for machine transplanting;
5. rice irrigation and post-harvest activities;
6. rice agronomic aspects;
7. developing and conducting research for sustainable rice production in Namibia;
8. developing rice production technology packages;
9. identifying more areas for rice production;
10. sharing rice research experiences with academic staff and student through seminar.

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<sup>8</sup>Data collected from Dr. Taryono (UGM) and Mr. GatotSoetrisno (KHS) interviews

## **Impact to Indonesia**

1. Increased ability to provide international/overseas training;
2. Many citations regarding the role of Indonesia in the national food security program were conducted by the Namibian media and government was proof of a successful soft diplomacy;
3. Private sector has been able to open up new markets in Namibia.

### **5.3.4. Sustainability**

During implementation of the program, several issues were thoroughly discussed by UNAM and UGM, the two universities agreed that the following activities should be conducted in the future:

1. introduction of machineries with simple technology from rice producing developing to Namibians farmers;
2. implementation of crop rotation in order to sustain area for crop cultivation development;
3. applying fish keeping technique by maximizing usage of water;
4. integrating cattle breeding and rice production in order to produce manure to manage soil fertility,;
5. development of Kalimbeza site as Rice Seed Production Center and Farmer Field School of Sustainable Rice Production; and
6. preparing project proposals to find financial support from different international agencies/donor.

Namibia also planned to send their farmers to Indonesia to learn the followings: crop cultivation, salinity problems, cattle diseases, irrigation method and strategies to secure food demand (increase national foodstuff production through better planning; improve the inhabitant income especially for rural family and diversify the foodstuff).

### **5.3.5. Promoting Factors**

1. The Asia Africa Conference in Bandung in 1955 has made the two countries had a strong relationship since the beginning;
2. Role of Indonesian Embassy in Windhoek, Namibia, that was actively involved in engaging initial cooperation between Namibia and Indonesia;
3. The Government of Namibia has a national program in food security to reduce high level of imported food to the country (up to 75%) and to lower price of rice. The price of rice in the country is relatively high due to high transportation cost since it is imported through South Africa.
4. Financial strength of Namibia derived from mining (diamonds, uranium, zinc, gold and copper);
5. Large farms and already-determined locations (in the Northeast and Northwest Namibia) for the development of rice cultivation;
6. Geographical similarity with Indonesia (geographic and the types of soil (sandy soil and sandy loam) is also an advantage;

7. Agriculture technologies used in Indonesia is quite advanced, but not very sophisticated. Hence, it is suitable for Namibian farmers. Thus, it was easier to facilitate training for operating and maintaining the equipment.

### 5.3.6. Inhibiting Factors

There were some inhibiting factors that can be drawn from the program, which are:

1. Climate and soil condition in Namibia:
  - a. In the Caprivi Region: sandy soils with little water absorption rate, flood, cold climate, attacks birds and grazing cattle.
  - b. In Oshakati Region: high levels of salinity, flooding, low temperature and grazing cattle.
2. Cooperation between UGM and UNAM:
  - a. Due to limited financial support from both universities, it was needed partner/donor that provides fund and technical cooperation between UGM and UNAM.
  - b. The cooperation was developed more on the basis of personal approach of lecturers in both universities. Hence, it is necessary to have a dedicated and experienced manager to continuously manage the program.
3. Business cooperation between Indonesia and Namibia:
  - a. Characteristics of African societies are different from Indonesian society, such as behavioral tendencies;
  - b. Problems using LC payments issued by local bank in Namibia;
  - c. The absence of a reliable telecommunication network;
  - d. The usage of e-mail is not a common practice, sometimes it takes about 2 weeks to get an e-mail replied;
  - e. Minimum number of units per order increases delivery expense;
  - f. Types of agriculture equipment to be supplied to partner country depends on types of majority of food in the partner country;
  - g. In the beginning, it is usually very difficult (involves high investment and risks) for the private sector to initiate/open new market especially overseas;
  - h. Political conditions in the partner country;
  - i. The absence of Namibia Embassy or High Commission in Indonesia.



Each case study presented in this report has different cooperation model and each has specific characteristics. However, there are some common factors which can be learned from all three cases in order to develop future program under the framework of South-South and Triangular Cooperation. In addition, further general recommendation and specific recommendation related to the three respective case studies will be presented in the last section of this chapter.

### 6.1. Lessons Learned

1. **The cooperation is considered as an effective model since it is based on the needs of each country**, and proven benefited each country. The three case studies showed that the program was firstly initiated by needs and demand of partner countries. In the case of Gambia-Tanzania, the program was firstly developed due to the needs of African countries to overcome food shortage. Whereas, in the case of Namibia, the program was developed based on the needs of University of Namibia to conduct research on rice production as part of program from the Government of Namibia. For Timor-Leste, the program was developed considering the needs of Timor-Leste to have better knowledge on development and maintenance of roads and bridges infrastructure. In addition, for the case of Timor-Leste, the program was also in line with the needs of JICA as development partner to maintain roads and bridges in Timor-Leste that were being built with the support of JICA. From Indonesia's side, the cooperation were also effective in introducing Indonesia's capacity, promoting Indonesian business internationally, as well as achieving national's priority.
2. **Program for South-South and Triangular Cooperation can be developed under different types of cooperation between Indonesia and partner countries.** The most commonly applied in Indonesia is Government-to-Government cooperation (G-to-G) – as the case in Timor-Leste and in Gambia-Tanzania. In addition to G-to-G cooperation, other cooperation can be developed such as: University-to-University cooperation (U-to-U) - as the case in Namibia, or Business-to-Business cooperation (B-to-B). **The cooperation can initially developed with G-to-G or U-to-U cooperation, which later enhance into B-to-B cooperation.** As the case in Namibia, technical cooperation between universities in Indonesia and Namibia can promote B-to-B cooperation between the two countries.
3. **Assessment is one of important factors for the success of the program. Initial assessment on the needs and current condition of partner country will determine the implementation and success of the program.** Based on the initial assessment, the program should be carefully planned and organized. Planning of the program should include a development of constructive vision (setting goals, target groups, partners, outputs, outcome), adequate legal support and documentation, time

frame of the program, financial resources, and planning for monitoring and evaluation (aspects to be evaluated, evaluation criteria, etc.). In planning the program, partner countries or development partner are needed to be involved. This lesson can be drawn from the case of Timor-Leste and Gambia-Tanzania. A thorough planning process in designing South-South and Triangular Cooperation program is very crucial. The programs are expected to have larger long-term impact to all stakeholders. The case in Gambia-Tanzania is a good example on how program is developed based on planning and needs assessment of the partner countries. Based on the on-going assessment of the program, the initial program to assist African countries by donating agriculture inputs and equipment has developed into capacity building programs that are suitable for condition and needs of the partner countries.

4. In order to meet demand from partner countries, it has to be assured that Indonesia has a **comparative advantage in the relevant sector** and furthermore, the program has to be designed together with partner countries and/or development partner, to meet the needs and condition of partner countries. As in the case of agriculture sector in Gambia-Tanzania and in Namibia, Indonesia has a comparative advantage in knowledge and technology for rice production that is suitable with the condition in African countries such as: (i) rice is one of staple foods both in Africa and Indonesia; (ii) weather and soil condition in Africa is relatively similar to Indonesia to produce rice; (iii) agriculture equipment manufactured in Indonesia is relatively simple and suitable for farmers in African countries.
5. In order to assure sustainability of the program both in Indonesia and in partner countries, **the program has to be in line with development target and policy in partner countries and in Indonesia**. In the case of Gambia-Tanzania, both countries have developed national development plans in agriculture sector aiming for self-sufficiency of rice production. Due to their limited capacity to achieve the goal, they requested assistance from and cooperation with other countries and development partners. As from Indonesian side, Tanzania and Gambia are among priority countries for international cooperation with existing flagship programs. It is important **that both countries have sense of belonging of the programs**, so that they are willing to allocate resources (such as human resources, financial resources, supporting facilities) to implement the program in the longer term.
6. **The existence of bilateral MOU** should become an *umbrella* for the cooperation between the two countries to enhance a more productive, diversified cooperation between the countries. In the case of Timor-Leste, there were MOUs signed by Indonesia, Timor-Leste and JICA, which was followed by MOU in infrastructure sector between Ministry of Public Works of Indonesia and Ministry of Public Works of Timor-Leste. In the case of Gambia and Tanzania, since the program was not originally designed for bilateral cooperation, an agreement was made between KTNA/YAMPI with FAO for the management of Indonesian Farmers' Fund. After the IFF program completed in 2003, in a short coming year, MOU between Ministry of Agriculture of Indonesia and Gambia, and between Ministry of Agriculture of Indonesia and Tanzania were signed. In the Namibia case, the program that was initiated by University-to-University cooperation was a comprehensive program and had built strong relation in rice-related agricultural sector – especially among the academia. In order to have broader and longer term benefits of the program, Government-to-Government cooperation was later established.

7. **In triangular cooperation, contribution of development partner** in planning, implementation and evaluation process of the program, is important for the effectiveness of the program. In the case of Timor-Leste, JICA as the development partner closely worked together with related ministries in Indonesia and Timor-Leste. JICA is not only financially supporting the program, but also assisting both governments through the whole stages of the program. In the case of Gambia-Tanzania, FAO played important role for the success of Indonesia Farmers' Fund program in 1985-2003. FAO as an international development partner specialized in agriculture sector, has relevant information, knowledge, and access to partner countries that needed to be assisted. The organization also has capacity and experiences to manage, implement, and evaluate food aid programs in many countries. In addition, by closely working together with development partner, government officials from related countries can enhance their capacity in developing, managing, implementing, and evaluating international development program.
8. **Capacity of implementing agency** is also one of important factors for the success of South-South Triangular Cooperation program. In the case of Gambia-Tanzania, KTNA/YAMPI was actively involved in planning, designing, implementing, and evaluating the program. KTNA/YAMPI has capacity to gather and coordinate all farmers groups in Indonesia. The farmers groups are the ones that have practical knowledge and capacity to be shared to African farmers. Prominent farmers in the groups play important role in managing the training center. As in the case of Namibia, Faculty of Agriculture of Gadjah Mada University is one of prominent faculties in Indonesia, which has the capacity to conduct research and assistantship in rice production with University of Namibia.
9. One important factor that can be drawn from the case of Gambia-Tanzania and slightly in from the case of Timor-Leste is concerning **continuous evaluation and assessment of the program**. By conducting proper evaluation and assessment of the program, follow-up programs can be designed to suit to the needs and update condition of partner countries. The program has to be comprehensively designed from planning to evaluation to assure continuous improvement of the program. In the case of Gambia-Tanzania, the progress on one program to other complementing program was due to continuous evaluation and assessment conducted by Indonesia and FAO.
10. Mostly in the case of Namibia and Timor-Leste, **the success of existing programs strongly depends on individual's roles**, and less on institutional roles. Some individuals within organizations in both countries have strong commitment to implement the program. In short term, the program can be successful, however, sustainability of the program is limited. **In order to sustain the program, the role of institution should be enhanced.**
11. **The financing of program plays significant role in order to sustain the program.** The triangular cooperation among Timor-Leste, Japan and Indonesia, for instance, can be successfully conducted due to clear financial scheme among all partners. In the case of Gambia and Tanzania, program in Period I (1985-2003) can be successfully implemented due to availability of financial support from Indonesia (YAMPI and Ministry of Agriculture) and FAO, however, program in Period II (2004-2011) cannot be continuously implemented due to lack of financial support. Therefore, it is important to determine a proper financial scheme in implementing cooperation program.

## **6.2. Recommendations**

Based on analysis of the three case studies and inputs from relevant stakeholders during workshop of the case studies, some recommendations can be formulated in order to develop program under the framework of South-South and Triangular Cooperation. The recommendations can be classified into general recommendation related to program development and specific recommendations for each respective case studies.

### **6.2.1. General Recommendation**

#### **Coordination**

1. Coordination among line ministries for South-South and Triangular Cooperation is necessary for future program development in order to make combinations of different ministries' capacities.
2. It is expected that Indonesia can develop a comprehensive program mapping under SSTC. In addition, the mapping can also provide information for development partners concerning countries, sectors and methods of interventions to be supported.
3. National Coordination Team is expected to have a greater role in terms of development cooperation especially in identifying program to be conducted, in order to strengthen Indonesia's role in international society.

#### **Program Design**

1. In order to be effective, MoU with partner countries and development partners is needed as a legal umbrella for SSTC program.
2. More assessments on demand and needs of partner countries, such as Timor-Leste, Gambia, Tanzania, and Namibia are necessary in order to design relevant program of SSTC. The program should be designed to meet the needs and condition of partner countries.
3. In designing SSTC program, a comprehensive design is mandatory including but not limited to planning, reporting, evaluation, and further follow up for future program.
4. In conducting a combined program, it is important to acquire inputs and to discuss with relevant stakeholders on how to develop and improve the program. If, for example, a development program is designed to have several stages/levels (as the one in Timor-Leste), involvement of the same participants for all stages/levels of the program is important, so that program results will be more effective and sustained.
5. SSTC program should be designed in a series of activities within a certain period of time. A one-time short development program will only give small impacts (if any) for partner countries and Indonesia.
6. In order to assure implementation of knowledge and skills acquired from SSTC program, it is important to conduct follow up on action-plan established during the program. It is even more important to assist and assess implementation of action-plan into the partner countries after the development program is concluded.

## Resources in Indonesia

1. Capacity of implementing agencies in Indonesia has to be continuously promoted. In order to manage international development programs, the implementing agencies need to acquire knowledge and management skills. For example, in the case of apprenticeship program in agriculture sector, P4S as self-managed farmers' training center in Indonesia that hosts foreign farmers, needs to be supported, so that they can improve their performance.
2. Availability of Indonesian resources, i.e. experts, modules, instructors, experiences, etc., has to be tailored and combined in such packages in order to transfer knowledge in international development programs.

## Program Financing

1. Financial support for SSTC programs is usually considered as a major impediment for implementation and sustainability of the SSTC programs. Increase budget allocation of national budget (APBN) for SSTC programs is one option to sustain the international development program.
2. A triangular cooperation can also be considered as a good method to carry out a program, although it requires more effort to match different interests of several parties. The program has to meet interest and the needs of all related parties as well as the participants.
3. One source of fund to be considered for financing SSTC programs is from the World Bank Trust Fund. In order to acquire financial support from the Trust Fund, one shall prepare and submit a program proposal to be approved by the World Bank. The proposed program has to be in line with both countries national development strategies. Organization in the partner countries will be the beneficiaries of the fund.
4. Other source of financial support, especially to enhance business cooperation under SSTC framework, is by cooperating with Indonesia. With Indonesia Eximbank, exporters from Indonesia can obtain export-financing facilities that are more comprehensive and needed such as buyer's credit, political risk insurance, guarantee for offshore projects and others. Indonesia Exim bank as a sovereign institution is able to obtain wholesale long-term funding, at more competitive rates, from inter-governmental departments, multilateral institutions and others.<sup>9</sup> According to Indonesia Exim bank, international cooperation under the framework SSTC can be classified into four types:
  - a. Aid program: provide assistance and aids to partner countries
  - b. Capacity building program: enhance human resources in partner countries
  - c. Business model program: enhance capacity and assistantship in business countries, such as assisting for development small businesses, development of microfinance
  - d. Economic transaction program: soft loan for business transaction, trade of goods and services

Under the scheme of SSTC, in order to have larger and longer term impacts, cooperation program should be designed to aim type 4 of cooperation (cooperation that will further lead to economic transaction). For financing international cooperation as in type 1 (aid program) and type 2 (capacity building) above, source of finance can be from government budget or development partner. Indonesia Exim bank can participate in financing cooperation as in type 3

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<sup>9</sup>Indonesia Eximbank Company Profile, 2013.

(business model) and type 4 (economic transaction). Currently, Indonesia Exim bank has provided soft-loan for economic transaction with several partner countries.

### **Role of Development Partner**

Development partners can support cooperation programs under SSTC. It encourages the Government of Indonesia to work together with development partner for capacity development of SSTC programs. Currently, there is no clear standard operating procedures on how development partners can support development program of SSTC.

### **Role of Private Sector**

1. The involvement of private sector in the SSTC framework must be improved. Government institutions are to encourage private sector's involvement by providing rules and regulations on how private sector can be involved in SSTC program.
2. In order to encourage participation of private sectors, the Government of Indonesia can create conducive environment for private sector, so that they are encouraged to export their products and have business relationship with the partner countries.

## **6.2.2. Specific Recommendations for Case Study Timor-Leste**

For further cooperation with Timor-Leste, several programs or activities are recommended:

### **1. Sustaining impact of first batch capacity development:**

- a. Legal authority and organizational structure of partner should be clearer
- b. Cooperation among stakeholders (owner, contractor, supervisory) should be clearer
- c. Conduct further activities to achieve greater impacts on institutional capacity building, and not only on personal level
- d. Translation of legal drafting to avoid misinterpretation. Indonesia – Timor-Leste bilateral MOU and SSTC with Timor-Leste has different interpretation. Evaluation might be needed to see the continuation of the program.

### **2. Taking opportunity to collaborate with national policy on Timor-Leste:**

The Government of Timor-Leste has declared a national policy of capacity development, which is the utilization of younger generation in the assistantship and training program. A wider target of capacity building, not only for government employees, but also for public, SME entrepreneurs, younger generation, etc. has been determined. Indonesia should propose several programs to cooperate with Timor-Leste.

- a. Develop a program for next batch;
- b. Legal umbrella for SSTC in Timor-Leste is mandatory.

### **3. Collaboration with other line ministries for cooperation beyond infrastructure sector:**

- a. Experts dispatch overseas for short or long-term period. KOIKA can finance this kind of activities, both for active or already retired employees due to their expertise in certain field;

- b. Provision of scholarship for Timor-Leste. This activity should be discussed further with the Ministry of Education;
- c. Capacity building in the field of media, broadcasting, etc. from the Ministry of Communication and Informatics is to be followed up by preparing proposals. Although it is not related to the Timor-Leste case study, it seems there is high interest in cooperation of microwave transmission at the Indonesia-Timor-Leste border;
- d. Several trainings conducted by the Ministry of Transportation of Indonesia for Timor-Leste are not yet related with infrastructure.

### 6.2.3. Specific Recommendations for Case Study Gambia-Tanzania

In addition to recommendation from in-depth interviews with resource persons, and Workshop Case Study in March 2013, relevant specific recommendation for Gambia and Tanzania can be drawn from FAO Evaluation Report (2003), report of assessment team of the Government of Indonesia (2010). Here are some of the recommendations:

1. In order to strengthen Indonesia's roles in Africa, assets in agriculture sector in Tanzania and Gambia have to be maintained and sustained. Both physical assets (the training centers), human capital assets (capacity of farmers and extension officials). Farmers and officials in both countries have a very positive perception concerning Indonesia. Hence, a comprehensive cooperation program under the framework of South-South and Triangular Cooperation should be developed. In doing so, the Government of Indonesia should form an integrated team to conduct the task under coordination of NCT-SSTC.
2. FARTC in Tanzania and ARFTC in Gambia can be considered as point of entry for follow up activities. Physical infrastructure of the training centers and management capacity of the officials are needed to enhanced, so that the centers can have increase the scale of their activities. In order to do that, the Government of Indonesia, Tanzania, and Gambia can cooperate with other development partners.
3. FAO as development partner when the program initiated in 1980s, can facilitate cooperation between Indonesia and other countries. Other developing countries currently have actively involved in agriculture international development, including in Africa. It is expected that Indonesia can also be more involved, especially in Africa, due to long history of Indonesia's positive intervention for agriculture development in Africa through Indonesian Farmers' Fund.
4. Capacity building program in agriculture sector in Tanzania and Gambia is still needed to be conducted. The program can be combined of apprenticeship, experts dispatch, and assistantship. There are several inputs for further capacity building in agriculture sector in Gambia and Tanzania as follows:
  - a. For rice production, both countries focus on increasing irrigated rice production. **Water irrigation** is currently still a problem in both countries. Hence, capacity building on water irrigation for rice production can be a possible follow up.
  - b. There is a lack of agriculture equipment that can be used by the farmers. **Assistance for agriculture equipment** followed up by technical assistance can be one alternative for future program.
  - c. In order to increase value added production in agriculture sector, it is necessary that farmers have knowledge and skills on **post-harvest techniques**. One prominent program under the

framework of SSTC in Indonesia is development of **business incubator for agriculture products**. Farmers and extension officers can be taught on development of business incubator as a post-harvest activity. The business can be expanded and developed into small medium businesses in agriculture sector.

- d. Other alternative program in agriculture sector is a **field school program on rural development** conducted by Research Center for South-South Cooperation, Brawijaya University in Malang. The center conducts training program for farmers by directly applying agricultural methods and techniques in the field. Farmers in villages can be taught on how produce certain agriculture products, from seeding, harvesting, processing, and marketing the products, so that the farmers can gain more benefits by processing and marketing their agriculture products.
  - e. Since both Tanzania and Gambia are located in coastal area, development of **fishery and marine** products can also be an alternative. Indonesia under the Ministry of Maritime and Fisheries Affairs has conducted capacity building program for other Asia Pacific countries.
5. Development program for African countries can also be focused on public services delivery, i.e. **education and health sector**. Availability of basic needs on education and health is an important issue in developing countries. Indonesia has a competency in this area to be shared to African countries, such as: capacity building on maternal and child health, capacity building on hospital management by Ministry of Health, capacity building on family planning, capacity building on women empowerment by National Population and Family Planning Board (BKKBN).
  6. In order to empower community in rural area, capacity building related to **community development** can also be conducted. For example, farmers in Mkindo needs to be empowered so that they can make decision on how to develop their village, in terms of rice production, development of local public infrastructure, and improve farmers' standard of living. Hence, a village can be developed based on needs and condition of its community. Research Center for South-South and Triangular Cooperation in Brawijaya University and other institutes in Indonesia have capacity in conducting capacity building in this area.
  7. According to the Ministry of Foreign Affairs, Indonesia has played important roles in development of African countries. Trade and investment of Indonesia to Africa tends to increase. However, Indonesia needs to strengthen its position in Africa, since other developing countries starting to increase their roles in African. From 40 countries in Sub-Sahara Africa, there are some priority countries for Indonesian foreign diplomatic relations. The respective countries are encouraged to be included in cooperation under the SSTC scheme. The countries among others are: South Africa, Tanzania, Liberia, Madagascar, Mali, Namibia, and Somalia.

#### **6.2.4. Specific Recommendations for Case Study Namibia**

1. **Improve the legal aspects of cooperation.** MoU signed by UNAM is commonly considered as best practice in Namibia. UNAM is one of the only two universities in Namibia and UNAM would never want to work with university that is not bona fide. Case study between UNAM-UGM is recognized as one example of a cooperation that began with personal ties, which if not quickly institutionalized, then the sustainability of the program could be threatened.
2. In the future, the cooperation with Namibia shall be focused more on **agricultural research and development of the processing industry**. As a future center of excellent for agricultural development in the northern region of Namibia, Ogongo campus requires very committed and dedicated employees. If it is believed that cooperation will become central pillar for economic rural



development, so Ogongo campus must develop cooperative model inside the campus by involving staff members, technicians and student as members. In the case of UGM, there is a UGM Cooperative Student which manages its own business activity. Ogongo campus must attract many young generations to study agriculture, for instance reducing tuition fee through student involvement in many productive activities inside the campus such as crop cultivation, animal keepers, and cooperative shop workers.

3. **Improve the legal aspects of export/import.** Namibia is definitely in need of fertilizers and seeds. Problems may arise from Indonesian laws and regulations, for instance, permit to export fertilizers and/or seeds overseas.
4. **Enhance communication with related institutions.** Communication with Namibian counterpart is one major problem faced by Indonesia. For instance, UGM, related with the MoU, expects a certain frequency of visit, at least once a year to Namibia for the implementation of seminar program started since 2011 (except in 2012, UGM was not invited), Joint Research and scholarships. At this moment, Dr. Taryono is mentoring three PhD students from UNAM, but recent communication problem occurred between him and his students, one of which may have been solved with the support from the Namibian Embassy or High Commission in Indonesia (the nearest is in Kuala Lumpur). Another case is the length of email reply from UNAM to KHS which usually takes 1 to 2 weeks.
5. **Provide necessary legal documents for Indonesian experts.** UGM has not had a clear policy on granting licenses to lecturers who are requested and will be sent to the UNAM or other overseas universities. The Government of Indonesia (in this case NCT) is expected to provide guidance/reference/direction so that such case experienced by UGM will no longer occur in the future.
6. **Third parties should be encouraged to take part on the cooperation.** KHS should re-establish a more intense communication with MAWF of Namibia because basically they are willing to be the representative agent of equipment from KHS<sup>10</sup>.
7. Indonesia's competitors in Namibia are China, Japan and India, all of which are donor countries. **Indonesia has the opportunity to fill in the markets** since our products are preferred. For products from China, Namibia residents feel less comfortable considering the quality is not as good as from those of other countries, though cheaper.
8. The northern part of Namibia shall be utilized as area for education for many sectors (not only agriculture) to make it easier for the neighboring countries to send their students/participants to that area than to schools located upper to the North. **Indonesia's line ministries are encouraged to cooperate with Namibia by suggesting/providing programs for that area.**

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<sup>10</sup>"August 26 Company", a Namibian state-owned company acting as current KHS partner, currently seems to be non-productive. For further B-to-B cooperation with Namibia, KHS is suggested to find another partner in Namibia that is well managed and more professional. Africa has become KHS' recent target market, especially Tanzania in addition to some Asia Pacific countries e.g. Fiji, Laos and Brunei Darusalam. According to KHS staff, due to policy of Kubota Japan, KHS is not allowed to sell its product which has Kubota engine in Africa. However, KHS should not have any problem to sell its original product (only the body of hand tractor/power tiller). KHS has planned to sell worldwide its hand tractor body equipped with any diesel engine manufacturer. The problem encountered by KHS or any other business is the initial phase of opening up of new market especially in the areas far from their headquarters due to the investment and risk.

## APPENDIX 1 A – INTERVIEWS SCHEDULE FOR CASE STUDIES

No	Case Study	Institution	Resource Persons	Role	Address	Date of Interview
1.	Timor-Leste	Ministry of Public Works RI	<ul style="list-style-type: none"> <li>▪ Mr. Mamang (Subdivision Head of International Cooperation Administration)</li> <li>▪ Mr. Tegar (Staff of International Cooperation Administration)</li> </ul>	Line Ministry – Ministry of Public Works	Jl. Pattimura 20 KebayoranBaru	Wednesday, 14 November 2012 – 13.30
2.	Timor-Leste	Ministry of Public Works RI	Mr. Yadi Siswadi (Head for Education and Training Center Ministry of Public Works)	IA	Education and Training Center Office, Kompleks PU PasarJumat	Wednesday, 14 November 2012 – 14.00
3.	Timor-Leste	<i>Balai Besar Pelaksana Jalan Nasional V Surabaya</i>	<ul style="list-style-type: none"> <li>▪ Mr. Herry Budianto (Lecturer from BBPJN V Surabaya)</li> <li>▪ Mr. Purnyoto (Lecturer from BBPJN V Surabaya)</li> </ul>	IA	Jl. Raya Waru No. 20, Sidoarjo 61256	Thursday, 13 December 2012 – 10.47-11.30
4.	Timor-Leste	PT. Wijaya Karya (Persero), Tbk.	Mr. Destiawan Soewardjono (General Manager of Overseas Department PT. Wijaya Karya (Persero), Tbk.)	Others	Gedung WIKA Lantai 9 Jl. D.I. Panjaitan Kav. 9 Jakarta Timur	Wednesday, 7 November 2012 – 14.00
5.	Timor-Leste	Setneg, MoFa, Ministry of Public Works, Embassy of Indonesia (Eol) for Timor-Leste, JICA	Group Discussion with Gol, Setneg, MoFa, Experts from Public Works, Experts from National Development Agency, and JICA	NCT, Experts, Eol	Dilli, Timor-Leste	Sunday, 25 November 2012, 19.00 -21.00
6.	Timor-Leste	Ministry of Public Works of Indonesia	Mr. Eduard Mr. Hisni	Experts and Trainers	Dilli, Timor-Leste	Monday, 26 November 2012, 10.00 – 11.30
7.	Timor-Leste	Ministry of Public Works of Timor-Leste	Mr. Joao Mario Gama de Sousa	Alumni of Batch III	Dilli, Timor-Leste	Tuesday, 27 November 2012
8.	Timor-Leste	Ministry of Public Works of Timor-	Mr. Joao Pedro	Alumni of Batch I and III	Dilli, Timor-Leste	Tuesday, 27 November 2012

No	Case Study	Institution	Resource Persons	Role	Address	Date of Interview
		Leste				
9.	Timor-Leste	Ministry of Public Works of Timor-Leste	Mr. Pedro Alexandre	Alumni of Batch I	Dilli, Timor-Leste	Tuesday, 27 November 2012
10.	Timor-Leste	Ministry of Public Works of Timor-Leste	Mr. Felisberto Ribeiro Araujo	Alumni of Batch I	Dilli, Timor-Leste	Tuesday, 27 November 2012
11.	Timor-Leste	Ministry of Public Works of Timor-Leste	Mr. Joao Gregorio & Ms. Isabel Maria LG	Beneficiary organizations	Dilli, Timor-Leste	December 2012
12.	Gambia-Tanzania	KST – Ministry of Foreign Affairs RI	<ul style="list-style-type: none"> <li>▪ Mr. Henri Samosir (Sub directorate Head for Africa and Middle East Regions, Directorate of Technical Cooperation, Ministry of Foreign Affairs)</li> <li>▪ Mr. Slamet Purdianto</li> <li>▪ Ms. Wuri Tande (Section Head for Western and Southern Africa Regions)</li> </ul>	NCT – MoFA	Office of Ministry of Foreign Affairs, Directorate of Technical Cooperation, 10 floor, Gambir	Wednesday, 31 October 2012 – 14.00
13.	Gambia – Tanzania & Namibia	Foreign Cooperation Center Division, Ministry of Agriculture RI	<ul style="list-style-type: none"> <li>▪ Mr. Andy J. Dermawan (Regional Head of Foreign Cooperation Center Division, Ministry of Agriculture)</li> <li>▪ Ms. Ina (staff BPPSDMP - Center for Agricultural Training)</li> <li>▪ Ms. Leli (Secretariat of BPPSDMP)</li> <li>▪ Mr. Supriyadi (Planning Sub Division Head of BPPSDMP)</li> <li>▪ Ms. Heni (Foreign Cooperation Center)</li> <li>▪ Ms. Dewi Kartika</li> </ul>	Line ministry – Ministry of Agriculture & IA	Ministry of Agriculture, Building A, 6 <sup>th</sup> floor, PasarMinggu	Tuesday, 6 November 2012 – 13.00

No	Case Study	Institution	Resource Persons	Role	Address	Date of Interview
			(Foreign Cooperation Center) <ul style="list-style-type: none"> <li>▪ Ms. Tessa (Foreign Cooperation Center – Bilateral)</li> </ul>			
14.	Gambia-Tanzania	YAMPI	<ul style="list-style-type: none"> <li>▪ Mr. Syamsuddin Abbas (Chairman of YAMPI)</li> <li>▪ Mr. Shobirin (Board of Advisor)</li> <li>▪ Ms. Susi (Secretariat)</li> </ul>	IA	Jl. Tawes No. 2 Komplek AUP/STP PasarMinggu, Jakarta Selatan	Thursday, 8 November 2012 – 10.00
15	Gambia-Tanzania	NAM CSSTC	Mr. AchmadRofi'ie (Head of Program Division Non-Aligned Movement)	Member of FU Team	NAMCSSTC Lt.10, Jl. Landasan Barat Kav.B-10/6, Bandar Kemayoran	Tuesday, 30 October 2012 – 10.00
16.	Gambia-Tanzania	PT. RUTAN	Mr. Lie Yung Fat (Export-Import Manager of PT. RUTAN)	Others	Jl. IkanDorang No. 7 Surabaya, JawaTimur	Thursday, 13 December 2012 – 15.00-15.30
17.	Gambia-Tanzania	Non-Governmental Center for Rural Agricultural Training “Cara Tani” Kuningan	Mr. TawaAmirudin (Head of Non-Governmental Center for Rural Agricultural Training “Cara Tani” Kuningan)	IA	KelurahanPasawahan, Kuningan, Jawa Barat	Wednesday, 19 December 2012 – 11.18-13.30
18.	Gambia-Tanzania	FAO Representative Indonesia	Mr. Mustafa Imir (FAO Representative for Indonesia) and Mr. Ageng	Others	FAO Office, Wisma Thamrin 7 <sup>th</sup> floor, Jakarta	Friday, 1 February 2013 – 15.20 – 16.45
19.	Gambia-Tanzania	Ministry of Agriculture Tanzania	<ul style="list-style-type: none"> <li>▪ Mr. Emmanuel M. Achayo (Director of Policy &amp; Planning)</li> <li>▪ Ms. Joyce Mvuna (Head Section of Extension Services)</li> </ul>	Organization in Partner Country	Dar es Salaam, Tanzania	Wednesday, 27 February 2013 – 08.30
20.	Gambia-Tanzania	JICA Tanzania	<ul style="list-style-type: none"> <li>• Mr. Homma Minoru</li> <li>• Mr. Kanamori Hideyuki</li> </ul>	Others	Dar es Salaam, Tanzania	Wednesday, 27 February 2013 – 14.00
21.	Gambia-Tanzania	Regional Commissioners Office of Tanzania	Mr. L.G. Noah and agriculture engineers	Organization in Partner Country	Dar es Salaam, Tanzania	Thursday, 28 February 2013 – 09.00
22.	Gambia-	FARTC - Tanzania	Mr. Juma	Organization in	Mkindo, Tanzania	Thursday, 28 February

No	Case Study	Institution	Resource Persons	Role	Address	Date of Interview
	Tanzania		With agriculture region and district officers, extension officers & farmers	Partner Country		2013 – 11.30
23.	Gambia-Tanzania	President's Office Planning Commission (POPC) Tanzania	<ul style="list-style-type: none"> <li>▪ Mr. Kessy &amp; staffs (Planning Commission)</li> <li>▪ Ms. Samari (MoFA Tanzania)</li> </ul>	Organization in Partner Country	Dar es Salaam, Tanzania	Friday, 1 March 2013 – 15.00
24.	Gambia-Tanzania	JICA Senegal	<ul style="list-style-type: none"> <li>▪ Mr. Kazunao Shibata (Chef de Bureau)</li> <li>▪ Mr. Koji Sunazaki (Adjoint au Reprasant Resident)</li> </ul>	Others	Dakar, Senegal	Monday, 4 March 2013 – 08.30
25.	Gambia-Tanzania	Ministry of Agriculture Gambia	<ul style="list-style-type: none"> <li>▪ Mr. Alphu J. Marong (Permanent Secretary 1)</li> <li>▪ Mr. Sait Drammeh (Permanent Secretary 2)</li> <li>▪ Mr. Falalo M. Tourey (Deputy Director General of Agriculture)</li> </ul>	Organization in Partner Country	Banjul, Gambia	Wednesday, 6 March 2013 - 09.00
26.	Gambia-Tanzania	Ministry of Finance Gambia	Mr. Mod A.K. Secka (Permanent Secretary 1)	Organization in Partner Country	Banjul, Gambia	Wednesday, 6 March 2013
27.	Gambia-Tanzania	Ministry of Foreign Affairs Gambia	Ms. Mariama Ndure Njie (Permanent Secretary 2) and staffs	Organization in Partner Country	Banjul, Gambia	Wednesday, 6 March 2013
28.	Gambia-Tanzania	National Agricultural Research Institute Gambia	Mr. Babou Ousman Jobe, Ph.D. (Director General)	Others	Banjul, Gambia	Wednesday, 6 March 2013
29.	Gambia-Tanzania	ARFTC – Gambia	<ul style="list-style-type: none"> <li>▪ Mr. Alhagi BS Sillah (Officer in Charge/Administrator)</li> <li>▪ Mr. Momodou Lamin Darbo (Agricultural Office – Horticulture Focal Point)</li> </ul>	Organization in Partner Country	Jenoi, Gambia	Thursday, 7 March 2013 – 08.30

No	Case Study	Institution	Resource Persons	Role	Address	Date of Interview
30.	Gambia-Tanzania	UNDP Representative in Gambia	<ul style="list-style-type: none"> <li>▪ Ms. Izumi Morota Alakija (Deputy Resident Representative)</li> <li>▪ Mr. Abdou Tourey (Problem Specialist – former Director General of the Planning Commission and Permanent Secretary of the Ministry of Finance)</li> </ul>	Others	Banjul, Gambia	Friday, 8 March 2013 – 09.00
31.	Gambia-Tanzania	FAO Representative in Gambia	Ms. Mariatou Njie (Assistant Representative, Head of Programme and Emergency Operation)	Others	Banjul, Gambia	Friday, 8 March 2013 – 10.30
32.	Namibia	Faculty of Agriculture, Gadjah Mada University	Mr. Taryono (Faculty of Agriculture, UGM)	IA	Faculty of Agriculture GadjahMada University, Kampus UGM BulakSumur Yogyakarta	Friday, 23 November 2012 – 09.00
33.	Namibia	CV. KaryaHidupSentosa (KHS)	<ul style="list-style-type: none"> <li>▪ Mr. GatotSoetrisno (Marketing)</li> <li>▪ Mr. Nanang Setiya Pambudi (Export Marketing)</li> </ul>	Others	Jl. Magelang 144 Yogyakarta	Friday, 7 December 2012 – 09.30

## APPENDIX 1 B – SITE VISITS TO PARTNER COUNTRIES

### Schedule Site Visit to Timor-Leste

Day	Date	Time	Schedule	City
1	Nov 25 (Sun)		MPW Indonesia, Bappenas, Setneg, MoFA, JICA Indonesia, LPEM Move to airport, Jakarta Indonesia Arrival, Dilli, Timor-Leste	Dilli, Timor-Leste
2	Nov 26 (Mon)		Workshop Day-1	Dilli, Timor-Leste
3	Nov 27 (Tue)		Workshop Day-2 Discussion with alumni and organizations in Timor-Leste Move to airport, Dilli, Timor-Leste Arrival, Jakarta, Indonesia	Dilli, Timor-Leste

### Schedule Site Visit to Tanzania and Gambia

Day	Date	Time	Schedule	City
1	Feb 25 (Mon)	Night	Go to airport, Jakarta, Indonesia	
2	Feb 26 (Tue)		Arrival, Dar es Salaam, Tanzania	DSM, Tanzania
3	Feb 27 (Wed)	AM PM	Courtesy call, Embassy of Indonesia Courtesy call, JICA Tanzania Office Move from DSM to Morogoro (Car)	Morogoro, Tanzania
5	Feb 28 (Thu)		Move from Morogoro to Mkindo Site survey at Mkindo Move Mkindo to Morogoro	Morogoro, Tanzania
6	Mar 01 (Fri)	AM	Move from Mkindo to DSM (Car) Report, Embassy of Indonesia	DSM, Tanzania
7	Mar 02 (Sat)		Departure, Dar es Salaam, Tanzania Arrival, Dakar, Senegal	Dakar, Senegal
8	Mar 03 (Sun)		Report preparation	Dakar, Senegal
9	Mar 04 (Mon)		Visa application for the Gambia Courtesy call, Embassy of Indonesia Courtesy call, JICA Senegal Office	Dakar, Senegal
10	Mar 05 (Tue)	AM PM	Visa collection for the Gambia Departure, Dakar, Senegal Arrival, Banjul, The Gambia	Banjul, The Gambia
11	Mar 06 (Wed)		Courtesy call, Ministry of Agriculture	Banjul, The Gambia
12	Mar 07 (Thu)		Move Banjul to Jenoi (Car) Site survey at Jenoi Move Jenoi to Banjul (Car)	Banjul, The Gambia
13	Mar 08 (Fri)		Departure, Banjul, The Gambia	
14	Mar 09 (Sat)		Arrival, Jakarta, Indonesia	

## APPENDIX 2 – LIST OF REFERENCES AND DOCUMENTS COLLECTED

### 1. TIMOR-LESTE

- Minutes of Meetings Between The Chief Representative of JICA Indonesia Office and Head of Education and Training Center of Ministry of Public Works on Infrastructure in Road Sectors, SSTC between Gol, GoTL and The JICA, January 2011
- Course Report on The Third Country Training Programme, March 2011
- Minutes of Meetings Between The Chief Representative of JICA Indonesia Office and Head of Education and Training Center of Ministry of Public Works on Infrastructure in Road Sectors, SSTC between Gol, GoTL and The JICA, July 2011
- Follow Up Team I Report: Infrastructure in Road Sectors, SSTC between Gol, GoTL and The JICA, August 2011
- Minutes of Meetings Between The Chief Representative of JICA Indonesia Office and Head for Education and Training Center of Ministry of Public Works Indonesia on Infrastructure in Road Sectors, SSTC between Gol, GoTL and The JICA, May 2011
- Meeting report: Technical meeting for South-South and Triangular Cooperation (SSTC) between Timor-Leste and Indonesia on Road Sector Facilitated by JICA, PT. Mitrapacific Consulindo International, June 2010
- Record of Discussion between JICA, the Authority Concerned of the Gol and the Democratic Republic of Timor-Leste, on Infrastructure in Road Sectors, SSTC, December 2010
- *Laporan Peserta Pelatihan Program Pemeliharaan Jalan dan Jembatan Angkatan III*, March 2012
- Course Report The Third Country Training Program, Infrastructure in Road Sectors, SSTC between Gol, GoTL and The JICA
- *Laporan Tim Teknis Kementerian Pekerjaan Umum, Republik Indonesia*
- Memorandum of Understanding Between The Ministry of Public Works of the Republic of Indonesia and The Ministry of Infrastructures of The Democratic Republic of Timor-Leste Concerning Cooperation on Public Works Infrastructure
- *Peraturan Presiden Nomor 72 Tahun 2011 tentang Rencana Aksi Implementasi Rekomendasi Komisi Kebenaran dan Persahabatan Republik Indonesia dan Republik Demokratik Timor-Leste*
- *Materi Informasi Pertemuan dengan Minister of Public Works Timor-Leste Gastao Francisco de Sousa (Kementerian Pekerjaan Umum RI)*, 2012
- Timor-Leste Strategic Development Plan 2011-2030
- Action Plan For Group Training Course on Road and Bridges Maintenance Batch IV, July 2012
- Article: *Kooperasaun Trilateral Diskute Dezenvolve Infraestrutura Baziku Timor-Leste*, November 2012



## 2. GAMBIA – TANZANIA

- Article: South-South Cooperation: Indonesian Apprenticeship Program for African Rice Farmer (A.S Martaamidjaja-Agency for Agriculture Education and Training, Ministry of Agriculture and H. Anwarhan-and Central Research Institute for Food Crops-CRIFC Bogor)
- *Laporan: Perkembangan Kerjasama di Bidang Pertanian: Indonesia-Gambia, Kementerian Pertanian RI*
- *Laporan: Bantuan Teknis di Bidang Pertanian untuk Negara Berkembang dalam Rangka Kerjasama Afrika dan Kerjasama Selatan-Selatan (KSS) Indonesia Tahun 1986-2010, Kementerian Pertanian Republik Indonesia*
- *Masukan untuk Misi Kunjungan ke Tanzania dalam Rangka Pengoperasian Kembali Pusat Pelatihan Pertanian dan Pedesaan (Farmer's Agriculture and Rural Training Center), 8-13 February 2010, NAM-CSSTC*
- *17 Tahun Yayasan Amal Masyarakat Pertanian Indonesia (YAMPI), Maret 2011*
- *Profil YAMPI 2011*
- *Buku Laporan Kegiatan Apprenticeship Program for Gambian Farmers, 12 Maret – 5 Juni 2008, Kemenlu dan Kemtan, 2008*
- *Buku Laporan Pengiriman Tenaga Ahli Pertanian dan Petani ke Tanzania, 10 April – 17 Juni 2011, Kemenlu dan Kemtan, 2011*
- *Buku Laporan Pengiriman Tenaga Ahli Pertanian dan Petani ke Gambia, 10 September – 23 November 2011, Kemenlu dan Kemtan, 2011*
- *Terms of Reference Revitalization of Farmers' Agricultural and Rural Training Center (FARTC) Institution (Proposed by Indonesian Government), 2009*
- *Gambia National Agricultural Investment Plan (GNAIP) 2011-2015*

## 3. NAMIBIA

- *Perkembangan Kerjasama Pertanian Indonesia – Namibia, Kemtan*
- *Case Study: Indonesia-Namibia Cooperation to Boost Sustainable Rice Production in Namibia, Dr. Ir. Taryono, MSc (UGM-Yogyakarta), Prof. Dr. Luke Kanyomeka (University of Namibia), and H.E. Mr. Leonardus Widayatmo (Ambassador of Gol in Namibia)*
- *Perkembangan Kerjasama Pertanian Indonesia – Namibia, Kemtan*
- *Case Study: Indonesia-Namibia Cooperation to Boost Sustainable Rice Production in Namibia, Dr. Ir. Taryono, MSc (UGM-Yogyakarta), Prof. Dr. Luke Kanyomeka (University of Namibia), and H.E. Mr. Leonardus Widayatmo (Ambassador of Gol in Namibia)*
- *Kalimbeza Rice Project in Namibia (L. Kanyomeka, O.D. Mwandemele and L. Hangula – University of Namibia), 2010*
- *Progress on The Introduction of Rice Farming in Namibia (L. Kanyomeka – University of Namibia), February 2011*
- *Road to Namibia: An Amazing Experience (PPT presented by Mr. Taryono, UGM Yogyakarta)*
- *Fact Sheet Department of Agricultural Economics & Extension, University of Namibia*
- *Report on a Visit to The University of Gadjah Mada, Indonesia (Prof. L. Kanyomeka), February 2011*

- Report Namibia's Visit 2010: Development of Northern Region of Namibia (Taryono), 2010
- Minute Report The Possibility of Producing Rice in Namibia Initiated by: The Indonesian Embassy at Windhoek, Namibia (Taryono)
- Company Profile CV. Karya Hidup Sentosa

**APPENDIX 3 – WORKSHOP CASE STUDY FOR INDONESIA’S CAPACITY OF  
SOUTH-SOUTH AND TRIANGULAR COOPERATION  
20 MARCH 2013, GRAND HYATT, JAKARTA**

## **1. Background**

The Government of Indonesia (GoI) boasts a long and rich history of its engagement to support other developing countries, through South-South and Triangular Cooperation (SSTC). Since the beginning of SSTC engagement, Indonesia has produced and demonstrated remarkable outputs through capacity building activities to support other developing countries, i.e. trainings, expert dispatches, and on-the-job training (called apprenticeship). However, the program was implementation was still fragmented which results appear to be one-off engagement and give limited effects, except for a number of highly organized long-term engagements.

In order to continuously develop program under the framework of SSTC, past and on-going capacity building programs, such as apprenticeship, expert dispatch, or scholarship, should be further studied to capture lesson learned, promoting/inhibiting factors, and later to provide recommendation on how effective programs should be developed under by the National Coordination Team of SSTC (NCT-SSTC). The study attempts to capture such engagements as cases, conduct in-depth study, extracts promoting and inhibiting factors and lesson learned through participatory analysis and provide recommendation of how effectively programs are developed by NCT-SSTC.

In order to learn from the past and on-going development programs conducted by the Government of Indonesia under the framework of SSTC, three potential programs are selected to be develop as case studies. The selected programs are identified considering mode of cooperation (bilateral and trilateral), geographical regions, and type of cooperation such as technical cooperation, economic cooperation, and participation by private sector and academics. The selected case studies are:

1. International cooperation, triangular cooperation – road sector (Timor-Leste)
2. Capacity Building Program of Apprenticeship and its aftercare program (Gambia and Tanzania)
3. Investment leverage and academic exchange, collaboration with the private and academics (Namibia)

The development of case studies covers three stages of activity, which are: Document survey, Site survey, and Workshop. The overall activities are planned to be conducted in 5.5 months (mid October 2012 to end of March 2013).

## 2. Objectives of the Workshop

The workshop was conducted after site visits are concluded, with purpose to disseminate and discuss the three case studies. The collected inputs at the workshop are reflected in the recommendation of the respective case studies and compiled in the Final Report of the study.

## 3. Schedule and Venue

Date: 20 March 2013 Venue: Grand Hyatt Hotel Jakarta		
Time	Activities	Organizing Committee
08.00-08.30	Registration	Organizing Committee
08.30-08.45	Opening	Director of International Development Cooperation, Bappenas
08.45-09.15	Presentation of SSTC Program and Case Studies	NCT-SSTC& JICA Indonesia
09.15-10.00	Short Presentation of 3 Case Studies	LPEM FEUI
10.00-10.15	<i>Coffee Break</i>	
10.15-11.30	Group Discussion: 1. Case Study Public Works Sector – Timor-Leste 2. Case Study Agriculture Sector– Gambia dan Tanzania 3. Case Study Agriculture Sector – Namibia	Facilitators: LPEM FEUI&JICA Indonesia
11.30-12.15	Presentation of the Group Discussion Results	Group Representative
12.15-12.30	Wrap Up Discussion Results	NCT – SSTC
12.30-12.45	Closing	Director of International Development Cooperation, Bappenas
12.45-14.00	Lunch	Organizing Committee

\*Workshop is conducted in *Bahasa Indonesia*

## 4. List of Invitations

### Line Ministries:

1. Kepala Biro Perencanaan dan Kerjasama Internasional, Kementerian Pekerjaan Umum
2. Kepala Pusat Pendidikan dan Pelatihan, Kementerian Pekerjaan Umum
3. Sekretaris Ditjen Binamarga, Kementerian Pekerjaan Umum
4. Kepala Badan Pembinaan Konstruksi, Kementerian Pekerjaan Umum
5. Kepala Biro Hukum dan KLN Kementerian Perhubungan
6. Kepala Pusat Kerjasama Internasional, Kementerian Komunikasi dan Informatika
7. Kepala Biro KLN Kementerian Pendidikan dan Kebudayaan
8. Kepala Biro KLN Kementerian Kesehatan
9. Direktur Kerjasama Bilateral Kementerian Perindustrian

10. Kepala Biro Perencanaan Kementerian Perdagangan
11. Kepala Pusat Administrasi KLN Kementerian Kelautan dan Perikanan
12. Kepala Pusat KLN, Kementerian Pertanian
13. Kepala Badan Penyuluhan dan Pengembangan SDM Kementerian Pertanian
14. Kepala Biro Perencanaan Kementerian Koperasi UKM
15. Direktur Indonesia Exim Bank
16. Duta Besar Indonesia untuk Tanzania
17. Duta Besar Indonesia untuk Gambia
18. Duta Besar Indonesia untuk Namibia
19. Duta Besar Indonesia untuk Timor-Leste

**National Coordination Team:**

20. Direktur Sosbud OINB, Kementerian Luar Negeri
21. Direktur Kerjasama Teknik, Kementerian Luar Negeri
22. Direktur Afrika, Kementerian Luar Negeri
23. Direktur Asia Pasifik, Kementerian Luar Negeri
24. Kepala Biro Kerjasama Teknik Luar Negeri, Sekretariat Negara
25. Kepala Pusat Kebijakan Regional dan Bilateral, Kementerian Keuangan
26. Kepala Pusat Kerjasama Pembiayaan Perubahan Iklim dan Multilateral, Kementerian Keuangan
27. Direktur Politik dan Komunikasi, Kementerian PPN/Bappenas
28. Direktur Pendanaan Luar Negeri Multilateral

**National Planning Agencies:**

29. Direktur Pangan dan Pertanian
30. Direktur Transportasi
31. Direktur Penanggulangan Kemiskinan
32. Direktur Alokasi Pendanaan Pembangunan
33. Direktur Pendanaan Luar Negeri Bilateral

**Development Partners:**

34. Director Canadian International Development Agency
35. Country Director GIZ – Jakarta Office
36. Chief Representative JICA Indonesia Office
37. Resident Representative Korea International Cooperation Agency
38. Counselor Royal Norwegian Embassy
39. Mission Director USAID
40. Resident Representative ADB IRM
41. Officer-in-charge, IDB Regional Office
42. Country Programmed Manager IFAD for Indonesia
43. Country Director World Bank Jakarta Office
44. Representative FAO
45. Country Director UNDP

**Other Institutions:**

46. Kepala LPEM Fakultas Ekonomi Universitas Indonesia
47. Prof. Ifar Subagyo, Pusat Kerjasama Selatan-Selatan, Universitas Brawijaya
48. Prof. Hadi Karya, Pusat Inkubator Teknologi Agribisnis, IPB
49. Syamsuddin Abbas, YAMPI
50. Achmad Rofi'ie, NAM Center
51. Taryono, Fakultas Pertanian UGM
52. Eduard Pauner, Fungsional Kementerian PU
53. Tb. Hisni, Fungsional Kementerian PU
54. Gatot Sutrisno, CV. KHS
55. Destiawan, PT. Wijaya Karya

## APPENDIX 4 – SET OF QUESTIONNAIRE & INTERVIEW GUIDELINES

### FORM 1

#### Interview Guidelines – NCT SSTC& Technical Ministries (K/L)

#### Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)

#### I.GENERAL INFORMATION

1. Name of Resource Person	
2. Organization	
3. Position of Resource Person	
4. Name of Program	
5. Date of Program	
6. Implementing Agency	
7. Date of interview	
8. Name of interviewer	

#### II.RELEVANCE OF THE PROGRAM

<b>1.Program Needs</b>
Was the program designed in line with the needs of target group?
<b>2. Program Priorities</b>
Was the programs still in line with current Indonesian international priorities and condition?
<b>3. Program Methods</b>
a. Was the program appropriate as the effective strategy to the sectorial development issue in beneficiary country (was the program right choice)?
b. Were there multiplied effects with the support from other donors?
c. Was the selection of target group correct (scale, target)?
d. Was the program appropriate as a support from the Government of Indonesia?
e. Was there comparative advantage as a triangular cooperation/support from Indonesia?

### III.EFFECTIVENESS OF THE PROGRAM

#### 1.Program Objectives

- a. Were program objectives clearly set?
- b. Was program purpose achieved?

#### 2.Achievement of Program Output

- a. Was the program output achieved?
- b. Were there external factors that influenced the program?

#### 3.Promoting/Inhibiting Factors

- a. Were there promoting factors of program effectiveness?
- b. Were there inhibiting factors of program effectiveness?

### IV.EFFICIENCY OF THE PROGRAM

#### 1.Program Inputs and Outputs

- a. Were inputs appropriate compared to outputs?
- b. Were there promoting factors of the program?
- c. Were there inhibiting factors of the program?

### V.SUSTAINABILITY OF THE PROGRAM

#### 1.Sustainability of the Program

- a. Are there continuity of the effects after the program implementation?
- b. Are there availability of related laws and regulations to support continuity of the effects of the program?
- c. Are there availability of necessary budget/equipment/facilities?
- d. Are there negative influences of the program to society/culture/gender/socially vulnerable people?
- e. Are there ownership of the Government of Indonesia to the program?
- f. Are there promoting factors to the sustainability of the program?
- g. Are there inhibiting factors to the sustainability of the program?



## VI.IMPACT OF THE PROGRAM

### 1. Effects of the Program in the Longer Term

a. Does the program contribute to the achievement of the goal and national development?

b. Is the achievement brought by the engagement?

c. Are necessary resources, including financial resource, available to sustain the program effects?

d. Are there external impact of the program?

e. Are there unexpected effects (negative and positive) in term of policy, economy, finance, institution, mechanism, technology, society, culture and environment?

f. Are there promoting factors which accelerate impact of the program?

g. Are there inhibiting factors which accelerate impact of the program?

## VII.FURTHER FOLLOW UP PROGRAMS

Are any further follow up programs (or possibility of follow up programs) after the program's implementation between Indonesia and beneficiaries countries?

## VIII.OTHER INPUTS

**FORM 2**

**Interview Guidelines – Implementing Agency**

**Case Study for Indonesia’s Capacity of South-South and Triangular Cooperation (SSTC)**

**I.GENERAL INFORMATION**

1. Name of Resource Person	
2. Organization	
3. Position of Resource Person	
4. Name of Program	
5. Date of Program	
6. Implementing Agency	
7. Date of interview	
8. Name of interviewer	

**II.RELEVANCE OF THE PROGRAM**

**1.Program Needs**

- a. Was the program designed in line with the needs of target group?
- b. Did the program meet the identified needs of beneficiary countries?

**2.Program Methods**

- a. How was the selection of target group in this program? (scale, target)
- b. Was the selection of the target group correct?
- c. Was the program is appropriate as a government support to the beneficiaries countries?
- d. Is there comparative advantage as a triangular cooperation/support from Indonesia?

**III.EFFECTIVENESS OF THE PROGRAM**

**1.Program Objectives**

- a. Were program objectives clearly set?
- b. Were the objectives of the program achieved?

**2.Achievement of Program Output**

- a. Was the achievement target of the program clearly set?

b. Were the achievement targets satisfied?
c. Were there any influence of external factors (outside the program) on the achievement of the target?
<b>3.Development of Action Plan by Participants (if applicable)</b>
a. Did each participant develop action plan?
b. Was the quality of actions plan satisfactory?
c. Are there any difficulties/ constraint to prepare the action plan?
<b>4.Promoting and Inhibiting Factors</b>
a. Were there any promoting factors in program effectiveness?
b. Were there any inhibiting factors in program effectiveness?

**IV.EFFICIENCY OF THE PROGRAM**

<b>1.Program Inputs and Outputs – notes: the questions will be modified based on inputs of the program</b>
Were inputs appreciate compare to outputs? (curriculum, materials, resource persons)
<b>2.Program Management</b>
a. Was the program conducted as planned?
b. Were there any difficulties/constraints for program management?
<b>3.Program Environment</b>
a. Where there any problems in provision of facilities for learning? (classroom, learning equipment, etc.)
b. Where there any problems in the provision of supporting facilities? (accommodation, meals, etc.)
<b>4.Target group/Participants</b>
a. Did the participants meet the requirement of the program?
b. Were participants motivated and active during the program?
<b>5.Promoting and Inhibiting Factors</b>
a. Were there any other promoting factors in the provision of program inputs?
b. Were there any other inhibiting factors in the provision of program inputs?

**V.SUSTAINABILITY**

<b>1.Networking</b>
a. Are follow up mechanism, such as database, e-mailing list, and alumni network utilized by Implementing Agency and alumni?
b. Were there follow-up visit and/or other activities conducted by the Implementing Agency after the program?
<b>2.Environment to Sustain the Program</b>
a. Did (or does) the Implementing Agency conduct other international program after this program?

b. Are there continuity of the effects after the program implementation?
c. Are there availability of related laws and regulations to support continuity of the effects of the program?
d. Are there availability of necessary budget/equipment/facilities?
e. Are there negative influences of the program to society/culture/gender/socially vulnerable people?
f. Are there ownership of the Government of Indonesia to the program?
g. Are there promoting factors to the sustainability of the program?
h. Are there inhibiting factors to the sustainability of the program?

**VI.FURTHER FOLLOW UP PROGRAMS**

Are any further follow up programs (or possibility of follow up programs) after the program's implementation between Indonesia and beneficiaries countries?

**VII.OTHER INPUTS**

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**FORM 3**

**Interview Guidelines – Beneficiaries Organizations**

**Case Study for Indonesia’s Capacity of South-South and Triangular Cooperation (SSTC)**

**I. GENERAL INFORMATION OF RESOURCE PERSON**

1. Country	
2. Name of Resource Person	
3. Organization	
4. Position of Resource Person	
5. Name of Program	
6. Date of Program	
7. Implementing Agency	
8. Date of interview	
9. Name of interviewer	

**II. RELEVANCE OF THE PROGRAM**

**1. Program Needs**

a. Was the program designed in line with the needs of target group in your country? (program rationales, objectives, curriculum, and methods)

b. Did the program content meet the identified need of your country?

**2. Program Priorities**

Was(Is) the program in line with development policy in your country?

**3. Program Methods**

a. Do you think the program is an effective strategy to the development issue in your country?

b. Are there any multiplied effects of the program with the support of other donor?

c. How was the selection of target group of this program? (scale and target)

d. Was the selection of the target group correct?

e. Are there any effects of the program to other group than the target group?

f. Was the program appropriate as government support of your country?

g. Is there comparative advantage as a triangular cooperation/support from Indonesia?

### III.EFFECTIVENESS OF THE PROGRAM

#### 1.Program Objectives

- a. Were program objectives clearly set?
- b. Were the objectives of the program achieved?

#### 2.Achievement of program output

- a. Was the achievement target of the program clearly set?
- b. Were the achievement targets satisfied?
- c. Were there any influence of external factors (outside the program) on the achievement of the targets?

#### 3.Promoting and Inhibiting Factors

- a. Were there any promoting factors related to effectiveness of the program?
- b. Were there any inhibiting factors related to effectiveness of the program?

### IV.EFFICIENCY OF THE PROGRAM

#### 1.Program Inputs and Outputs – notes: the questions will be modified based on inputs of the program

Were inputs appreciate compare to outputs? (curriculum, materials, resource persons)

#### 2.Program Environment

- a. Were the facilities for learning satisfied? (classroom, computer, laboratory, reading materials, etc.)
- b. Were the supporting facilities for learning satisfied? (accommodation, restaurant, meals, transportation service, health service, etc.)

#### 3.Participants/Target Group

- a. Was the qualification of the participants clear and appropriate? (name, age, organization, position, education background, health)
- b. Was the selection process of participants clear and appropriate?
- c. Were preparation works to be done by participants before the program clear and appropriate (e.g. country report)?

#### 4.Promoting and Inhibiting Factors

- a. Were there any promoting factors related to efficiency of the program?
- b. Were there any inhibiting factors related to efficiency of the program?

## V.SUSTAINABILITY OF THE PROGRAM

<b>1.Networking</b>
Were there any follow-up visits by the implementing agency/line ministries of Indonesia/donors? Please explain.
<b>2.Environment to Sustain the Program Effect in the Beneficiary Countries</b>
a. Are the effect brought by the project will continue after the project implementation?
b. Is the policy of your country still support the continuity of the program?
c. Are necessary institutional supports to sustain the program enough to continue? (staffing, budget, decision making)
d. Are there any related regulations and laws in your country available to support the continuity of the program?
e. Are necessary budget/equipment/facility maintained?
f. Are there any negative influences to society/culture/gender/socially vulnerable of the program in your country?
g. Was ownership of government/ministry/agency of the program in your country ensured?
<b>3.Promoting and Inhibiting Factors</b>
a. Were there any promoting factors related to sustainability of the program?
b. Were there any inhibiting factors related to sustainability of the program?

## VI.IMPACT OF THE PROGRAM

<b>1.Utilization of Program Results</b>
a. Did the alumni implement or integrate the program result with policy in your country?
b. Did the alumni implement the action plan? (if any)
c. Did the alumni share program results with colleague(s)?
d. Are alumni in the position to implement the program results?
e. Are there available resources for the alumni to implement program results?
f. Is resources (staffs, equipment, and budget) available for the alumni to implement the program results?
<b>2.Impacts on Organizations and Society in Beneficiary Countries</b>
a. Were program results integrated in organization's activities?

b. Was goal of the program achieved and contributed to national development?
c. Was the performance by the organization in your country improved?
d. Were the achievements targets at the organizational and social level achieved (or will be achieved)?
e. Was there any external factors achieved/did not achieved the goal?
f. Is there any unexpected effects (positive or negative) in terms of policy, economy, finance, institution, mechanism, technology, society, culture, and environment
<b>3.Promoting and Inhibiting Factors</b>
a. Were there any promoting factors related to impact of the program?
b. Were there any inhibiting factors related to impact of the program? (timing inputs, scale, quality of inputs)?

<b>VII. FUTHER FOLLOW UP PROGRAMS Further Follow up Programs</b>
Are any further follow up programs (or possibility of follow up programs) between Indonesia and your country? Please explain.

<b>VII.OTHER INPUTS</b>



**FORM 4**

**Questionnaire – Alumni/Target Group**

**Case Study for Indonesia’s Capacity of South-South and Triangular Cooperation (SSTC)**

**I.GENERAL INFORMATION OF RESOURCE PERSON**

1. Country	
2. Name of Alumni	
3. Organization	
4. Current Position of the Alumni	
5. Name of Program	
6. Date of Program/Batch	
7. Implementing Agency	
8. Date of interview	

**Please give your answers with √ in the relevant fields. Please explain your answer if necessary.**

**II.RELEVANCE OF THE PROGRAM**

1.Program Needs	Not relevant					Very relevant	
	1	2	3	4	5		
a. Was the program in line with your needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
b. Are the program in line with the policy and condition of your country?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>2.Program Priorities</b>							
Was the program relevant with the development policy in your country?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>3.Program Methods</b>						<b>No</b>	<b>Yes</b>
						<b>0</b>	<b>1</b>
a. Do you think the program is an effective strategy to the development issue in your country? Please explain.						<input type="checkbox"/>	<input type="checkbox"/>
b. Were there multiplied effects of the program with the support from other donor? If YES, please explain.						<input type="checkbox"/>	<input type="checkbox"/>
c. Are there any effects of the program to other group than the target group? If YES, Please explain.						<input type="checkbox"/>	<input type="checkbox"/>
d. Was the program appropriate as government support of your country? Please explain.						<input type="checkbox"/>	<input type="checkbox"/>

Please explain.
e. Is there comparative advantage as a triangular cooperation/support from Indonesia? Please explain. <span style="float: right;"><input type="checkbox"/> <input type="checkbox"/></span>

**III.EFFECTIVENESS OF THE PROGRAM**

1.Program Objectives	Strongly disagree					Strongly Agree	
	1	2	3	4	5		
a. I clearly understand the program objectives set at the beginning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
b. I perceive that the program objectives have been achieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>2.Achievement of Program Output</b>							
a. My level of knowledge and skills has increased after the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
b. I have reached my achievement target.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>3.Development of Action Plan (if applicable)</b>						<b>No</b>	<b>Yes</b>
						<b>0</b>	<b>1</b>
a. I have developed an action plan during the program.						<input type="checkbox"/>	<input type="checkbox"/>
b. I have implemented the action developed during the program in my home country.						<input type="checkbox"/>	<input type="checkbox"/>
c. Are there any difficulties/constraints to implement the action plan in the home country? Please explain.						<input type="checkbox"/>	<input type="checkbox"/>
<b>4.Promoting and Inhibiting Factors</b>						<b>No</b>	<b>Yes</b>
						<b>0</b>	<b>1</b>
a. Were there any promoting factors related to effectiveness of the program? Please explain						<input type="checkbox"/>	<input type="checkbox"/>
b. Were there any inhibiting factors related to effectiveness of the program? Please explain						<input type="checkbox"/>	<input type="checkbox"/>

#### IV.EFFICIENCY

1.Program Inputs	Not Satisfied				Highly Satisfied	
	1	2	3	4	5	
a. Are you satisfied with the program design?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Are you satisfied with the program materials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Are you satisfied with the resource persons?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. Are you satisfied with the facilities for learning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Are you satisfied with supporting facilities during program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Are you satisfied with the overall implementation of the program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.Promoting and Inhibiting Factors				No	Yes	
				0	1	
a. Were there any promoting factors in the provision of program inputs?					<input type="checkbox"/>	<input type="checkbox"/>
b. Were there any inhibiting factors in the provision of program inputs?					<input type="checkbox"/>	<input type="checkbox"/>

#### V.SUSTAINABILITY OF THE PROGRAM

1. Networking	No	Yes
	0	1
a. Do you utilize the follow-up mechanisms, such as database, e-mailing list, and alumni network? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
b. Were there any follow-up visits, and/or other activities by the implementing agency? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
2.Environment to Sustain the Program Effect in the Beneficiary Countries		
a. Are the effect brought by the program will continue after the program implementation?Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
b. Is the policy of your country still support the continuity of the program?Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
c. Are necessary institutional supports to sustain the program enough to continue? (staffing, budget, decision making). Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
d. Are there any related regulations and laws in your country available to support the continuity of the program? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
e. Are necessary budget/equipment/facility maintained? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
f. Are there any negative influences to society/culture/gender/socially vulnerable of the program in your country? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>

g. Was ownership of government/ministry/agency of the program in your country ensured? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Promoting/Inhibiting Factors</b>		
a. Were there other promoting factors related to sustainability of the program? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>
b. Were there other inhibiting factors related to sustainability of the program? Please explain.	<input type="checkbox"/>	<input type="checkbox"/>

## VI. IMPACT OF THE PROGRAM

<b>1.Utilization of Program Results</b>	<b>No 0</b>	<b>Yes 1</b>
a. Did you implement the program result with policy in your country?	<input type="checkbox"/>	<input type="checkbox"/>
b. Did you share program results with colleague(s)?	<input type="checkbox"/>	<input type="checkbox"/>
c. Are you in the position to implement the program results?	<input type="checkbox"/>	<input type="checkbox"/>
d. Are there available resources (staffs, equipment, and budget) for you to implement program results?	<input type="checkbox"/>	<input type="checkbox"/>
<b>2.Impacts on Organizations and Society in Beneficiary Countries</b>		
a. Were program results integrated in organization's activities?	<input type="checkbox"/>	<input type="checkbox"/>
b. Was goal of the program achieved and contributed to national development?	<input type="checkbox"/>	<input type="checkbox"/>
c. Has performance of your organization in your country improved?	<input type="checkbox"/>	<input type="checkbox"/>
d. Were the achievements targets at the organizational and social level achieved (or will be achieved)?	<input type="checkbox"/>	<input type="checkbox"/>
e. Was there any external factors achieved/did not achieved the goal?	<input type="checkbox"/>	<input type="checkbox"/>
f. Was there any unexpected effects (positive or negative) in terms of policy, economy, finance, institution, mechanism, technology, society, culture, and environment?	<input type="checkbox"/>	<input type="checkbox"/>
<b>3.Promoting and Inhibiting Factors</b>		
a. Were there any promoting factors related to impact of the program?	<input type="checkbox"/>	<input type="checkbox"/>
b. Were there any inhibiting factors related to impact of the program?	<input type="checkbox"/>	<input type="checkbox"/>

**VII.FOLLOW UP PROGRAM**

Are any further follow up programs (or possibility of follow up programs) after the program's implementation between Indonesia and your country?

**VIII.OTHER INPUTS**

**Form 5: Interview Guideline for Ministry of Agriculture**  
**Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)**  
**Site Visit to Tanzania & Gambia: 25 February – 10 March 2013**

Tanzania	Gambia
Ministry of Agriculture	Ministry of Agriculture
	Ministry of Agriculture, Regional Directorate, Jenoi – Lower River Region (LRR)

**GENERAL INFORMATION**

1. Name of Resource Persons
2. Position of Resource Persons

**RELEVANCE**

**Program Needs & Priority**

1. Did the previous program meet the needs of your country?
2. Was the program in line with agriculture policy and the needs of farmers in your country?
3. What are current development issues faced by your country (especially in agriculture sector)?
4. What are current needs of farmers or actors in agriculture sectors of your country?

**Program Methods**

1. Do you think the previous program is an effective strategy for agriculture development in your country?
2. Was the program appropriate as government support of your country?
3. Do you think farmers participated in the program was appropriate (in term number, target)?
4. Are there any followed up programs with the support of other countries/donors?
5. Are there any effects of the program to other group than the farmers?
6. Is there comparative advantage as a cooperation/support from Indonesia?

**IMPACT OF THE PROGRAM**

**Impacts on Organizations and Society**

1. Was goal of the program achieved and contributed to your country national development?
2. What are the achievements brought by engagement?
3. Was there any external factors affecting achievement of the goal?
4. Is there any unexpected effects (positive or negative) of the program? (in terms of policy, economy, finance, institution, mechanism, technology, society, culture, and environment)

## **SUSTAINABILITY OF THE PROGRAM**

### **Networking**

1. Were there any follow-up visits by the implementing agency/line ministries of Indonesia/donors?
2. If any, please share results of the visits? Has it lead to further cooperation?

### **Environment to Sustain the Program Effect**

1. Are the effect brought by the program will continue after the program implementation?
2. Is the policy of your country still support the continuity of the program?
3. Are there any related regulations and laws in your country available to support the continuity of the program?
4. Are necessary institutional supports to sustain the program enough to continue? (staffing, budget, decision making).
5. Are there any negative influences to society/culture/gender/socially due to implementation of the program in your country?
6. Was ownership of government/ministry/agency of the program in your country ensured?

## **PROMOTING AND INHIBITING FACTORS**

1. Were there any promoting/inhibiting factors related to the program?

## **FUTHER FOLLOW UP PROGRAMS**

1. Are there any further follow up programs (or possibility of follow up programs) between Indonesia and your country?

**Form 6: Interview Guideline for Beneficiary Organization**  
**Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)**  
**Site Visit to Tanzania & Gambia: 25 February – 10 March 2013**

Tanzania	Gambia
Farmers Agriculture Rural Training Centre (FARTC)	Agriculture Rural Farmers' Training Centre (ARFTC)

**GENERAL INFORMATION**

1. Name of Resource Person

2. Position of Resource Person

**RELEVANCE**

**Program Needs & Priorities**

1. Did the previous program meet the needs of farmers in your country?
2. Was the program in line with agriculture development in your country?
3. What are current needs of the organizations and farmers of your country?

**Program Methods**

1. Do you think the program is an effective strategy to agriculture development in your country?
2. Are there any follow up programs with the support of other countries/donors?
3. Do you think farmers participated in the program was appropriate (in term number, target)?
4. Are there any effects of the program to other group than farmers?
5. Was the program appropriate as government support of your country?
6. Is there comparative advantage as a cooperation/support from Indonesia?

**EFFECTIVENESS& EFFICIENCY**

**Program Objectives& Output**

1. Were program objectives clearly set and achieved?
2. Was the achievement target of the program clearly set? Was the achievement target satisfied?
3. Were there any influence of external factors on the achievement of the targets?



### **Program Inputs and Outputs**

1. Are you satisfied with the resources of the program?
2. Are you satisfied with the results of the program?

### **IMPACT**

#### **Impacts on Organizations and Society**

1. Were program results integrated in the FARTC or ARFTC activities?
2. Was goal of the program achieved and contributed to national development?
3. Was the achievement brought by the engagement?
4. Was the performance by the FARTC or ARFTC improved?
5. Was there any external factors affecting achievement of the goal?
6. Is there any unexpected effects (positive or negative) in terms of policy, economy, finance, institution, mechanism, technology, society, culture, and environment?

### **SUSTAINABILITY**

#### **Networking**

1. Were there any follow-up visits by the implementing agency/line ministries of Indonesia/donors?
2. If any, please share results of the visits? Has it lead to further cooperation?

#### **Environment to Sustain the Program Effect**

1. Are the effect brought by the program will continue after the program implementation?
2. Is the policy of your country still support the continuity of the program?
3. Are there any related regulations and laws in your country available to support the continuity of the program?
4. Are necessary institutional supports to sustain the program enough to continue? (staffing, budget, decision making).
5. Are there any negative influences to society/culture/gender/socially vulnerable of the program in your country?
6. Was ownership of government/ministry/agency of the program in your country ensured?

**PROMOTING AND INHIBITING FACTORS**

Were there any promoting/inhibiting factors related to the program?

**FUTHER FOLLOW UP**

Are any further follow up programs (or possibility of follow up programs) between Indonesia and your country?



**Form 7: Interview Guideline for National Planning Agency**  
**Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)**  
**Site Visit to Tanzania & Gambia: 25 February – 10 March 2013**

Tanzania	Gambia
President Office Planning Commission	National Planning Commission

**GENERAL INFORMATION**

1. Name of Resource Persons

2. Position of Resource Persons

**RELEVANCE**

**Program Needs & Priority**

1. Was the previous program in agriculture sector in line with the needs and development policy of your country?
2. What are your country current national development goals and strategies?
3. What are current development issues faced by your country?
4. How do you think your country capacity in achieving the national development goals (policy, related regulations, personnel, institution, and budget)?

**Program Methods**

1. Do you think the previous program between your country and Indonesia in agriculture sector is an effective strategy for agriculture development in your country?
2. Based on your experience, what do you think the most appropriate strategy for current development issues in this country?
3. Are there any support from other countries or international donors for the development of your countries?
4. Is there comparative advantage as a cooperation/support from Indonesia? In what sector?
5. How do you think to enhance the existing cooperation between your country and Indonesia?
6. What are cooperation expected from Indonesia by your country?

**FUTHER FOLLOW UP PROGRAMS**

1. Are any further follow up programs (or possibility of follow up programs) between Indonesia and your country?

**Form 8: Interview Guideline for other Related Ministries (MoFA & MoF)**  
**Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)**  
**Site Visit to Tanzania & Gambia: 25 February – 10 March 2013**

Tanzania	Gambia
None	Ministry of Foreign Affairs
	Ministry of Finance

**GENERAL INFORMATION**

1. Name of Resource Persons
2. Position of Resource Persons

**RELEVANCE**

**Program Needs & Priority**

1. Was the previous program in agriculture sector in line with the need and development policy of your country?
2. What are your country current national development goals and strategies?
3. What are current development issues faced by your country?
4. How do you think your country capacity in achieving the national development goals (policy, related regulations, personnel, institution, and budget)?

**Program Methods**

1. Do you think the previous program between your country and Indonesia in agriculture sector is an effective strategy for agriculture development in your country?
2. Based on your experience, what do you think the most appropriate strategy for current development issues in this country?
3. Are there any support from other countries or international donors for the development of your countries?
4. Is there comparative advantage as a cooperation/support from Indonesia? In what sector?
5. How do you think to enhance the existing cooperation between your country and Indonesia?
6. What are cooperation expected from Indonesia by your country?

**FUTHER FOLLOW UP PROGRAMS**

1. Are any further follow up programs (or possibility of follow up programs) between Indonesia and your country?

**Form 9: Interview Guideline for Alumni/Target Group**  
**Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)**  
**Site Visit to Tanzania & Gambia: 25 February – 10 March 2013**

Tanzania	Gambia
Farmers in Farmer Agriculture Rural Training Centre (FARTC)	Farmers in Agriculture Rural Farmers' Training Centre (ARFTC)

GENERAL INFORMATION	
1. Name of Alumni	
2. Organization	
3. Current Position	
4. Name of Program	
5. Date of Program/Batch	

**INDIVIDUAL CAPACITY BUILDING**

Individual Needs
<ol style="list-style-type: none"> <li>1. Was the program appropriate with your needs?</li> <li>2. Was the program effective in increasing your knowledge and skills?</li> <li>3. Are you satisfied with the results of the program?</li> <li>4. Are you satisfied with the resources of the program? (facilities, materials, resource persons, facilitators, etc.)?</li> <li>5. What are current needs of farmers or agriculture sector in your country?</li> </ol>
Program Methods
<ol style="list-style-type: none"> <li>1. Are the program still in line with the policy and condition of your country?</li> <li>2. Was the program effective to achieve the goal of development in your country?</li> <li>3. Are there any follow up programs with the support of other countries/donors?</li> <li>4. Is there comparative advantage as a cooperation/support from Indonesia?</li> </ol>

## IMPACT

### Impacts on Individual & Organization

1. Did you implement the new knowledge and skill in your institution?
2. Do you share program results with colleague(s)?
3. Are there available resources for the alumni to implement program results(staffs, equipment, and budget)?
4. Are there any promoting or inhibiting factors in implementing your new knowledge and skill?
5. Was the performance by the organization in your country improved?

## SUSTAINABILITY

### Networking

1. Was there any follow-up mechanisms, such as database, e-mailing list, and alumni network? Do you utilize such mechanisms?
2. Were there any follow-up visits by the implementing agency/line ministries of Indonesia/donors?

### Environment to Sustain the Program Effect

1. Are the effect brought by the program will continue after the program implementation?
2. Is the policy of your country still support the continuity of the program?
3. Are there any related regulations and laws in your country available to support the continuity of the program?
4. Are necessary institutional supports to sustain the program enough to continue? (staffing, budget, decision making).
5. Are there any negative influences to society/culture/gender/socially vulnerable of the program in your country?
6. Was ownership of government/ministry/agency of the program in your country ensured?

## PROMOTING/INHIBITING FACTORS

1. Were there other promoting or inhibiting factors related to f the program?

## FURTHER FOLLOW UP

1. Are any further follow up programs (or possibility of follow up programs) after the program's implementation between Indonesia and your country?

**Form 10: Interview Guideline for Other Institutions (UNDP, JICA& NARI)  
Case Study for Indonesia's Capacity of South-South and Triangular Cooperation (SSTC)  
Site Visit to Tanzania & Gambia: 25 February – 10 March 2013**

Tanzania	Gambia
JICA	UNDP
	JICA
	National Agriculture Research Institute

**GENERAL INFORMATION**

1. Name of Resource Persons

2. Position of Resource Persons

**RELEVANCE**

1. Please explain your support program for development issues in this country.
2. Was there any link/connection between your institutions with the program provided by the Government of Indonesia?
3. Were there any promoting/inhibiting factors in implementing the program in this country?
4. Do you think the previous program between the country and Indonesia in agriculture sector is an effective strategy for development in your country?
5. How do you think the country capacity in achieving the national development goals (policy, related regulations, personnel, institution, and budget)?
6. Based on your experience, what do you think the most appropriate strategy for current development issues in this country?
7. Is there any comparative advantage as a cooperation/support from Indonesia? In what sector?
8. What are cooperation expected from Indonesia for this country?

