

Indonesia-Japan:

Fostering Global Development

through South-South and Triangular Cooperation





Sasaki Atsushi
Chief Representative, JICA Indonesia Office



Feature from the field: Palestine

Bridging support for a state building - Palestine

Participants from Palestine learning tropical fruit tree cultivation from Indonesian experts

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Foreword

Under increasingly multi-polarized international community, the landscape of development cooperation is in the midst of transformation, which poses enormous challenges to both Development Partners and developing countries. The role of developing countries, in particular that of Middle Income Countries, has been rapidly growing to an unprecedented level. Among those countries, Indonesia attracts tremendous attention as one the leading countries which actively promote international development cooperation through various international fora such as G20, APEC, Post-Busan Global Partnership, and Post-2015 Development Agenda etc.

JICA, as one of the top and longest Development Partners of Indonesia, considered this progress as a remarkable paradigm shift, resulted in formulating a new priority, a Cooperation Program "Response to issues of Asian region and international society," under which South-South and Triangular Cooperation (SSTC) has been promoted further, to help Indonesia open a new chapter of its development. Unlike traditional aid approach, SSTC has not fixated its concept, it is still evolving day by day. And, JICA is still in the process of redefining its own operational principles and protocols hand in hand with Indonesia through day-to-day activities on the ground. This booklet is an assembly of such endeavors, which I hope will contribute to the exploration of new frontiers of SSTC.

On this opportunity, I would like to extend my deepest appreciation to partners in the Government of Indonesia, governments of other developing countries, academia, private sector, local governments, and Development Partners who provided precious insights and ideas for the progress of SSTC.■

Palestine has had a long and tumultuous history as a crossroad for religion, culture, and politics. However, its status as an occupied area has challenged its development, business transactions, mobility, which has attracted many development partners and organizations to extend support. In May 2010, Indonesia, well-known for its peace-building efforts, expressed its commitment to support the capacity development of 1,000 Palestinians by 2013. This is the targeted year.

Japan for Palestine

Meanwhile, Japan's support to the establishment of the Palestinian State for capacity development activities engages East Asian countries to promote the efforts through triangular cooperation. Japan can bridge East Asian countries in their efforts to build Palestine since Japan has diplomatic relations with the Israeli government, and has on-going projects and networks which could support in the follow-up stages.

With Indonesia, the efforts began in 2011 with a mission to Palestine by Japanese and Indonesian officials, followed by a reciprocal mission from Palestine to Indonesia to observe Indonesia's potentials that would match the development needs of Palestine. The first Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD) was then held by the Government of Japan (GOJ) in Tokyo in February 2013 to expand partnership in East Asia and international organizations with the attendance of: Palestine Authority, Brunei, Indonesia, Japan, Singapore, Malaysia, Thailand, Vietnam, South Korea, Arab League, Islamic Development Bank, United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), and World Bank. The 2nd CEAPAD plans to be held in Indonesia in 2014 for more strategic coordination and project identification.

Engagements with Indonesia

Since the initiation of the triangular cooperation in 2011, 64 Palestinians have been trained in the fields of land tax, business incubator, agriculture fruit and vegetable production, artificial insemination and computer-based industrial automation. Results-based programs, use of JICA cooperation assets, and longer term sustainability became

the focus of these JICA-related South-South and Triangular Cooperation (SSTC). The distance between the resource country such as Indonesia and Palestine is a challenge when following up with pre and post project activities. Taking advantage of on-going bilateral JICA programs and networks in Palestine helps the follow up of the pre and post projects and ensures result on application of the knowledge.

As an example, the ex-trainees of the Training on Fruit Production held a training of trainers (TOT) with the support of the JICA project on Improved Extension for Value-added Agriculture in the Jordan River Valley (EVAP) and planted more than 6,000 tropical fruit trees using the technology they learned in Indonesia.

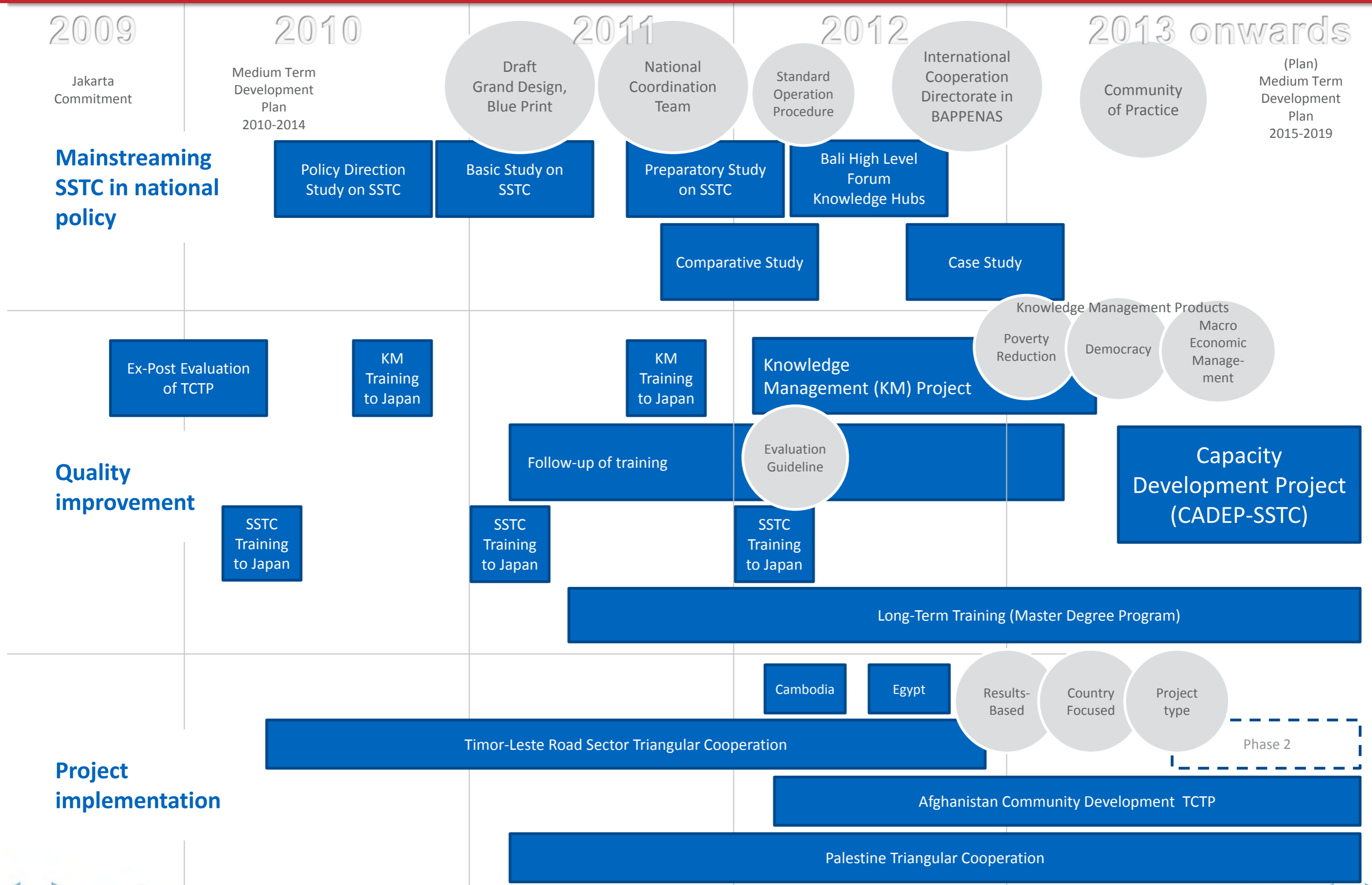
Challenges

Based on these experiences, there still remain challenges that need to be solved. Movement of personnel leaving and entering Palestine remains a major challenge for Indonesia. Entering Palestinian territory with official visa has remained a critical issue because Indonesia does not have diplomatic ties with Israel. Communication and coordination among the three countries will need to be improved as well. Indonesia needs to showcase its advantages compared to other CEAPAD member countries considering they are from the same region and would have similar development experiences■

Showing result of knowledge exchange

After returning from a two-week exchange program in Indonesia in early 2012, Ayman Alem became a national expert in tropical fruits cultivation, specifically in guava and avocado, of the Qalqelia Directorate of Agriculture, Northern West Bank of the Palestinian Authority (PA). The knowledge gained while in Indonesia was applied to his daily work and exhibited in the Guava Day in September 2013. Based on the knowledge exchange and the support of the JICA EVAP Project in Palestine, the Palestinian farmers have started an export agreement with Jordan for guava which shows an extended impact of a triangular cooperation.

Overview on Progress of JICA's Support for Indonesia's South-South and Triangular Cooperation (SSTC)



Organizational Structure of National Coordination Team on South-South and Triangular Cooperation

Strengthening Coordination of South-South and Triangular Cooperation in Indonesia

An analysis from the perspective of a development partner

The Government of Indonesia (GOI) has recently set South-South and Triangular Cooperation (SSTC) as one of the important pillars of its national development policy, and promoted SSTC in international forums. The main driver of this initiative derives from Indonesia's recognition of its role in international community as a Middle Income Country. Several significant initiatives and progresses have been made since then, which was symbolized in the National Medium Term Development Plan (RPJMN 2011-2014). The term of the Plan is approaching its final year. This article attempts to capture the progress, achievement, challenges, direction of support by JICA Indonesia for Indonesia's endeavors.

Challenges of SSTC in Indonesia

In 1980s when GOI started SSTC engagements, the SSTC was nationally coordinated by CCITC (Coordinating Committee of International Technical Cooperation) as the coordination body of SSTC in Indonesia. The CCITC was headed by the Cabinet Secretariat (currently the State Secretariat) as the core institution. However, after the Asian Financial Crisis in 1998, the national coordination mechanism almost collapsed due to the decline of activities because most of national budget at that time was diverted to domestic development. Even after Indonesia's recovery from the Crisis, the lack of national coordination continued. The situation rather became deteriorated. In accordance with the recovery, various line ministries started practicing SSTC, often without knowledge of CCITC. Consequently,

SSTC implementation mechanisms were scattered in government institutions in Indonesia. Each ministry planned and implemented programs in ad-hoc and sporadic manners. Nobody knew what projects were implemented overall. Neither could the government grasp the total budget spent on SSTC. After reviewing the situation around 2009, GOI recognized this fragmentation of national coordination as the most serious problem in Indonesia's SSTC and started to address the issue by mainstreaming SSTC into its national development policy.

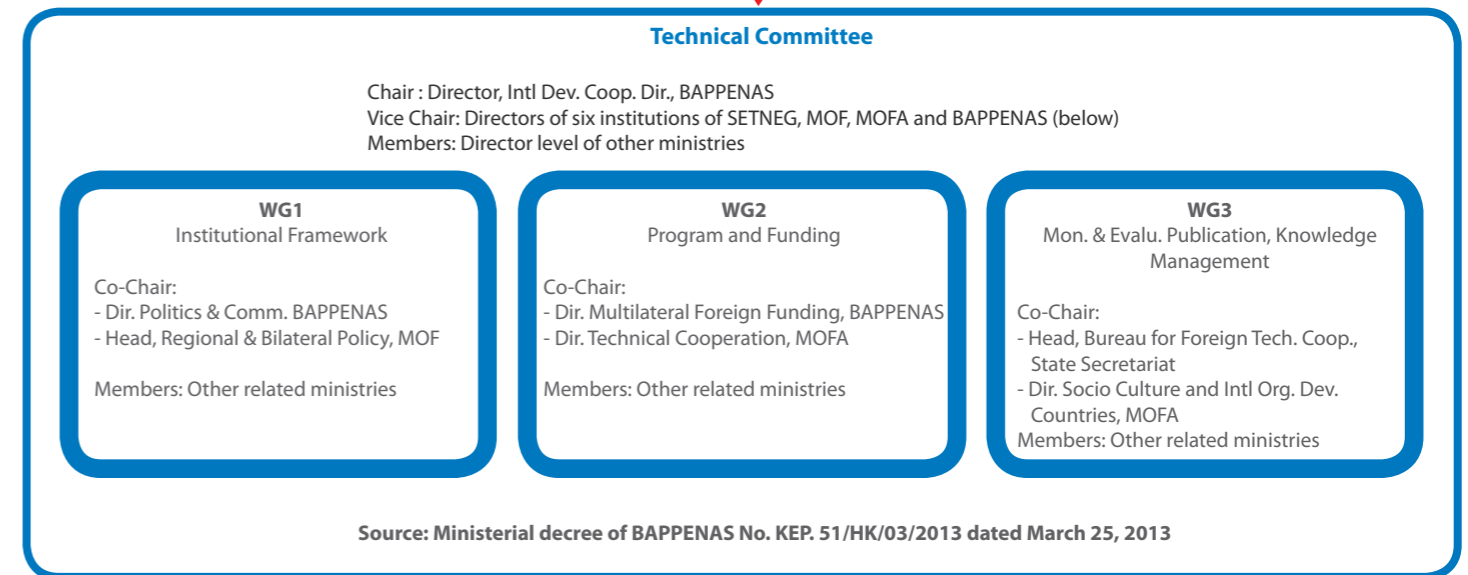
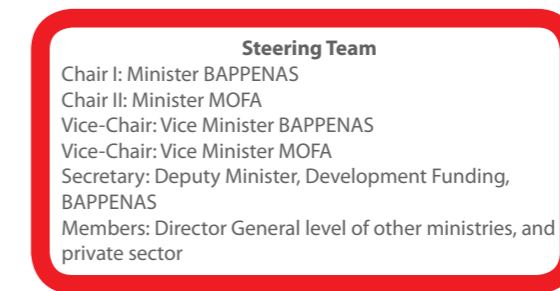
The first initiative of policy mainstreaming of SSTC started from 2009 when the Jakarta Commitment, which was an agreement document of aid coordination for development effectiveness, touched upon SSTC as one of the key pillars of Indonesia's development effectiveness agenda in the strategic vision. The government committed to strengthen the international development cooperation as both providing and receiving. This initiative was oriented for both domestic and overseas. Particularly, the latter international direction had a great implication since the Jakarta Commitment was formulated in the context of aid coordination architecture which was under Paris Declaration and Accra Agenda for Action etc. The incorporation of SSTC in this document clearly indicates the intention of Indonesia to leverage its position in international community using SSTC.

Based on the Jakarta Commitment, SSTC was further elevated into domestic development agenda of



Indonesia as well. In 2010, SSTC became part of National Medium Term Development

Plan (RPJMN) of GOI. It clearly pointed out the necessity of articulating long-term vision of how Indonesia optimizes the utilization of SSTC. It also highlights on-going paradigm shift among developing countries, saying that those countries are no longer clients. Inclusion of SSTC in RPJMN embraced a lot of implications on the progress of SSTC. Inclusion of SSTC in the RPJMN definitely clarified domestic function: SSTC plays an important role in promoting domestic development, which was a necessary process to



gain support domestically. The entire coordination system was steadily improved based on the RPJMN.

Institutional setting was re-defined in the same year though it was not a full-fledged solution. A new inter-ministerial coordination body of SSTC, National Coordination Team (NCT) was established by a ministerial decree of National Development Planning Agency (BAPPENAS) in 2010. The NCT mainly consists of four core ministries: BAPPENAS, Ministry of Foreign Affairs (MOFA), Ministry of State Secretariat (SETNEG), and Ministry of Finance (MOF). These Core Ministries of NCT are expected to play a key role in the NCT. Line ministries and other stakeholders such as private sector were included in the NCT where necessary. Surrounding entities of this action, such as line ministries, private sector, academia, civil society, and local governments

etc. mainly welcomed this initiative, although they were wondering how they would benefit from the NCT. Their expectation was the establishment of government's integral coordination system because they were not satisfied with the current fragmented situation, having experienced that the current independent effort by each ministry did not bring dynamic results. Expectation to the NCT was high. In response to this challenge, Directorate of International Development Cooperation was established in BAPPENAS in November 2012 to lead this initiative, and chair the Technical Committee of NCT.

Long-term vision of SSTC was addressed. A policy document and its implementation plan of SSTC called as Grand Design (GD) and Blue Print (BP) were drafted in 2011. GD portrayed a long-term plan of SSTC for the

period of fifteen years from 2011 to 2025, which divides the fifteen-year period in three of five-year terms in line with the government's mid-term development plan (RPJMN). The first five-year period (2011 -2014) stressed the strengthening of domestic coordination mechanism. The second five-year period (2015-2019) mainly intends to expand Indonesia's SSTC in international community. The last period (2020-2025) mentions further strengthening and expanding SSTC. The BP elaborated its plan in the first five-year period (2011-2014). Though these documents are still draft status and undergo much modification for the on-going approval process, formulation process of these documents provided an important opportunity for GOI to analyze the causes of problem and identify the direction that it is supposed to take.

¹ RPJMN Buku II, BAB VI, Politik, 6.2.2.1

² The starting year of 2011 didn't coincide with the Mid-Term period, because the Grand Design was formulated in the first year of 2010.



Indonesia's Knowledge Management Products for SSTC on: Democracy (left), Macroeconomic Management (center) and Poverty Reduction through Community Empowerment (right)

While the domestic coordination system was improved as mentioned above, GOI externally pushed SSTC into a new direction in international community. The role of GOI in international community was elevated by SSTC. An international high level meeting on SSTC was co-hosted by GOI called Bali High Level Meeting: Country-Led Knowledge Hubs (Bali HLM) in 2012 created a new direction in SSTC. The Bali HLM centered its topic on the exchange of knowledge, which is an important and major element of SSTC. The meeting defined provider of such knowledge exchange as knowledge hubs. Indonesia was recognized as one of the many hubs. Through this meeting, Indonesia is considered as an active country to promote SSTC. Of course, Indonesia's efforts in this context are not limited to the achievement of Bali HLM. Needless to say renowned G20, ASEAN, and Bali Democracy Forum, two chairpersonships in international community decisively made a difference in the development sector: Post-Busan Global Partnership and the Post-2015 Development Agenda (See the article of 'Role of Indonesia in Global Development' in this booklet).

Not only did these international initiatives elevate the Indonesia's presence, they also provided a learning process to further deepen the knowledge on SSTC which was rapidly growing its substance in relation to the increasing roles of developing countries in international community.

During this process of SSTC development, JICA supported GOI's initiative in three pillars:

1. Mainstreaming SSTC to national policy,
2. Enhancing human resources for international cooperation,
3. Improving quality of SSTC, with a series of studies, surveys, and trainings.

In parallel, a Technical Cooperation Project "The Project for Knowledge Management for South-South Cooperation" was implemented from 2012 to 2013 for the period of one year in cooperation with NCT-SSTC (BAPPENAS), which identified three comparative advantages of Indonesia's SSTC: Democracy, Poverty Reduction through Community Empowerment, and Macroeconomic Management.

A succeeding project, the "Capacity Development Project on SSTC" (CADEP-SSTC) was started from August 2013, which is going to enhance the coordination capacity of NCT-SSTC including line ministries, implementing agencies, academia, private sector and civil society, by establishing a basis of SSTC in Indonesia in two layers of policy and operation.

Indonesia's future

Indonesia is internationally recognized as one of the prospective emerging countries of socio-economic development, for instance, World Bank's panelist highlighted on the US-Indonesia Open Forum that Indonesia is an emerging dynamic middle income economy floating incredibly well⁵. McKinsey Global Institute stated that Indonesia's economy has enormous promise, already the 16th largest economy in the world and has the potential to be the seventh biggest by 2030.

GOI is quite aware of this rapid and steady growth in its future, and reflected the growth trend to the

national development plan. The Master Plan⁶ 2011-2025, issued by Coordinating Ministry of Economic Affairs, estimates total GDP of USD 4.0-4.5 Trillion and USD 14,250-15,500 income/capita by 2025. As part of 3 main goals to attain such growth, it advocates "sustainable global competitiveness towards an innovation-driven economy"⁷. Meanwhile there are risks involved in this development. ADB in its report even reminded on the risk and challenges of middle income trap, disparities, as well as institutional capacity⁸.

How will GOI address this enormous challenge? One of the solutions that GOI made is international cooperation. With the notion of "Better Partnership for Prosperity" as the vision of its national policy of SSTC, GD and BP, GOI intends to promote SSTC hand in hand with acceleration of national development growth. With that plan, GOI hopes to gain momentum to transform itself towards a provider of SSTC and gain more confidence to play a more active role in the international arena such as G-20, ASEAN, as well as D-8, NAM.

Indonesia in a high need for Capacity Development of SSC

By having high expectation and spirit for achieving economic progress, GOI is currently in an appropriate time to improve capacity for SSTC. To support this transformation, since 2009 under the spirit of "Jakarta Commitment" on Aid for Development Effectiveness (A4DE), JICA has actively facilitated the GOI's initiative in formulating the national policy of SSTC. Within the second term of President Yudhoyono administration, GOI has started many initiatives for shifting paradigm in relation to SSTC. Firstly, GOI strongly promoted debt management in which the current debt ratio to GDP is less than 30%, through sound development partnership along with the abolishment of Consultative Group on Indonesia (CGI). Secondly, GOI renewed its policy direction of development plan with three new pillars: Capacity

Building, Investment Leverage and International Development Cooperation. The third pillar includes global, regional as well as bilateral cooperation in the form of SSTC. Thirdly, there are some progresses: SSTC has been identified in Medium Term Development Plan (RPJM) 2010-2014 which was to consolidate all SSTC activities including technical and economic cooperation. NCT and the newly established Directorate for International Development Cooperation in BAPPENAS are also results of such initiatives.

Yet, facing this dynamic change of the world and domestic efforts, GOI definitely need capacity development support on SSTC; to improve quality on its operation while keeping the basis on clear development policy direction. There are four challenges in addressing this capacity development support:

Challenge 1. GOI understands and clarifies the detailed policy direction

GD and BP have been drafted, but legalization process of these documents needs time, which requires consensus by multi stakeholders in related Indonesian ministries. The process would be connected with budget allocation and program implementation. Meantime, the GD and BP have not been homogeneously understood among the staff of the four core ministries as well as line ministries. The spirit of GD and BP should be wholly understood and committed by the core ministries first, who would have to convince other stakeholders such as line ministries.

Challenges in addressing this capacity development support

1. GOI understands and clarifies the detailed policy direction
2. Strengthen the inter-ministerial coordination mechanism
3. Maintain the policy direction in the new cabinet
4. Focus on demand-oriented, results-based SSTC engagements

Challenge 2. Strengthen the inter-ministerial coordination mechanism

NCT was established as an ad-hoc body of mainly four ministries. The institutional mechanism is still fragile. Coordination among the ministries, which is highly expected and welcomed by line ministries, is not always easy to handle, since it crosses various institutions. This is highly challenging, though GOI will have to be aware that the four core ministries should communicate with one another as frequently as possible, clarify mandate and mechanism among the members, and speed up the decision making process, in order to gain support from stakeholders.

Challenge 3. Maintain the policy direction in the new cabinet

The general election in 2014 after the current Yudhoyono administration would be a critical point on policy direction including that of SSTC. How is this spirit maintained in the next administration? BAPPENAS needs to draft the next RPJM based on the due-assessment of current RPJM; the activities of SSTC from 2011 to 2014. It is important that CADEP will help bridge this process, so that the next RPJM could accommodate and elaborate the agenda of SSTC.

Challenge 4. Focus on demand-oriented, results-based SSTC engagements

GOI's focus on SSTC is still internal and domestic consolidation. However, it has a risk of leading to supply-driven engagements, which should be avoided in consideration of development effectiveness of engagements. Under such circumstance, CADEP should highlight realities in partner countries as well as GOI's analysis of the realities in partner country in view of development effectiveness. Generally speaking, GOI collects information on the needs of partner countries, which, however, is

³ In the context of SSTC in Indonesia, "Program" means a stand-alone activity with a limited period of time, in order to achieve a certain purpose, such as international training, expert dispatch. This is almost same as the concept of "Project" in the field of project management. So far, no concept of program exists in Indonesia's SSTC, which entails plural projects. In this report, project stands for a development project often supported by Development Partners, while program stands for an engagement of SSTC which support other development countries, often as a stand-alone activity. For instance, CADEP is a project, while there are Pilot Flagship Programs in the CADEP which are engagements to support other developing countries as pilot cases.

⁴ <http://www.sstc-indonesia.org/index.php>

⁵ Subham Chaudori, Emerging Indonesia, USINDO Brief, February 23, 2011, www.usindo.org.

⁶ Acceleration and Expansion of Indonesia Economic Development 2011-2025

⁷ McKinsey Global Institute, The archipelago economy: Inleashing Indonesia's Potential, Dec 2012.

not sufficient. To achieve development effectiveness, GOI should have a capacity to carefully examine the presented needs by partner country accompanied by the realities of partner country, create the design of engagement with the partner country rather than start from modalities of engagement. For the clarity of GOI's understanding on this effect, this process should be implemented through actual engagement as a pilot case, combined with single country engagement as partner country, including the joint analysis, planning, implementation and evaluation of the pilot case (called Pilot Flagship Program in the PDM). GOI will be able to elaborate the importance of development effectiveness with the experiences of program implementation, which will be very persuasive and prestigious as one of the leading developing countries in the world.

Root cause of problems of Indonesia's SSTC

The underlying cause of problems of Indonesia's SSTC is symbolized as fragmentation. Due to temporary

collapse of national coordination mechanism of CCITC in terms of SSTC coordination after Asian economic crisis, each ministry has been implementing SSTC respectively. Consequently, the Indonesia practitioners did not clearly recognize policy at national level on SSTC, which turned out that GOI could not utilize SSTC for national development of Indonesia. On the other hand, statistical information is very hard to be extracted; little is known about the budget and volume of operation although all of the GOI practitioners feel that SSTC is certainly growing in Indonesia. Currently, those implementations scattered in respective ministries should be consolidated and coordinated under one umbrella of national policy.

JICA's position and direction of support for Indonesia

JICA needs to build a partnership with Indonesia through SSTC for future Indonesia-Japan relation, established on the assets which are past cooperation results created by numerous collaborations between Indonesia and Japan. More than 50

years of cooperation fostered a wide variety of competent institutions and human resources in handling SSTC. For instance Electronic Engineering Polytechnic Institute of Surabaya (EEPIS), Multi Media Training Center (MMTC), Singosari National Artificial Insemination Center (SNAIC) own credible track record of SSTC engagements in the past using the knowledge shared through bilateral cooperation. In terms of partnership, Japan and Indonesia already have an umbrella agreement, the Japan-Indonesia Partnership Agreement signed by then foreign ministers of both countries in 2008. SSTC between Japan and Indonesia must be transformed into a new partnership relationship stage by stage, in which both countries could build up a motivation of addressing global agendas in collaborative manner as equal partners, so that the two-country-relation will be able to present a model solution in international community.■

motivation will enhance the impact. Generally speaking, Triangular Cooperation is relatively so small in scale compared to Development Partner's bilateral projects that political motivation, if well functioned, would become a good driver.

Beside the above pervasive points, the following are specific points for respective entities of Triangular Cooperation:

Beneficiary side

Alignment: Alignment to the national development strategy of beneficiary country ascertains the relevance of triangular cooperation.

Scale up: Linkage to an on-going engagement in beneficiary country increase opportunity of scaling up

Provider side

Asset: Capacity of past cooperation asset of Indonesia and Japan guarantees technical level of triangular cooperation.

Capacity Development: The process of formulating, implementing, monitoring and evaluating Triangular Cooperation endows capacity development opportunity with the provider country.

JICA as Development Partner

Mixed with substantial inputs in terms of sectorial knowledge and aid management of JICA, the results of Triangular Cooperation will be increased dramatically.

Finally, Triangular Cooperation is said to be high in coordination cost, which is true. Making progress needs more time, steps, and communications than traditional cooperation by Development Partners. However, bearing in mind that this is not only benefiting beneficiary country, but also provider country, the entire process is a learning process for the three entities in Triangular Cooperation. Not only the beneficiary and provider countries, but even Development Partner can learn principles of Triangular Cooperation which is still a relatively new domain of development cooperation. When this point is wholly achieved, both developing countries and Development Partners will be able to view a new frontier of international development cooperation ■

Model of Triangular Cooperation of JICA Indonesia

Having increased attention to Triangular Cooperation amid the recent development of emerging countries, a wide range of arguments was made on the principles of Triangular Cooperation. Through day-to-day operation of engagements with Indonesia and communication with other developing countries and Development Partners, a model of Triangular Cooperation was made with a certain set of principles and important points. This is still an evolving model, which is subject to be modified, though may invoke a thought to practitioners.

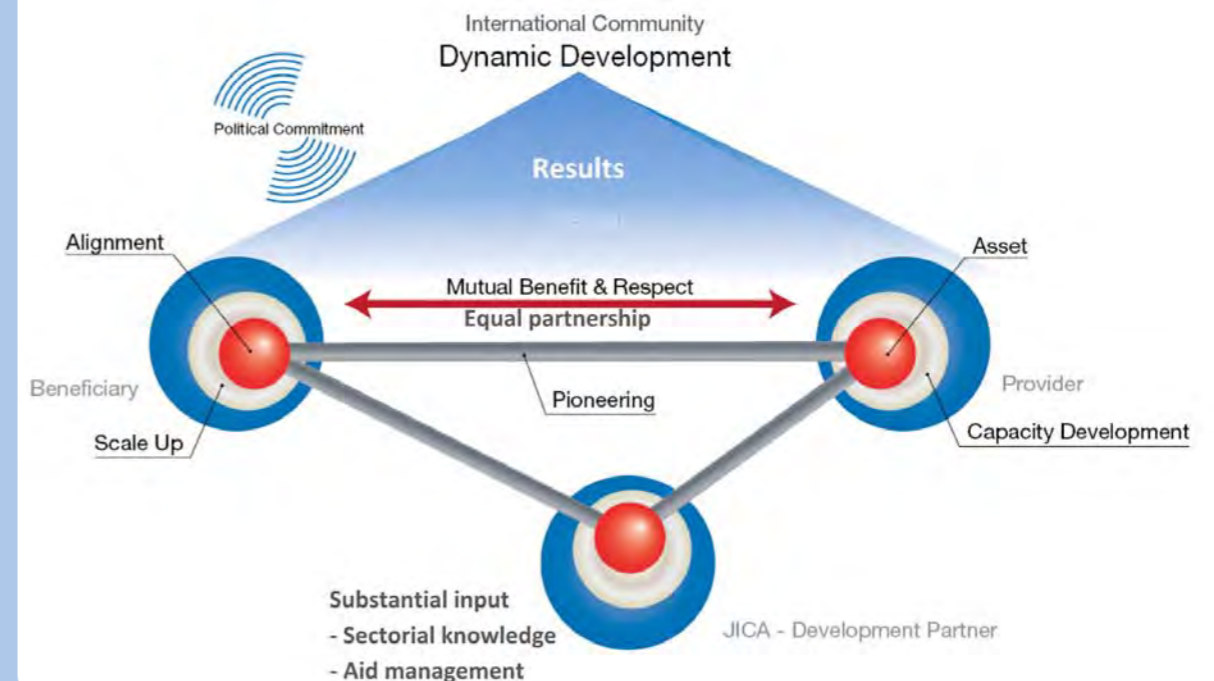
Triangular Cooperation can contribute to the achievement of dynamic development of international community, as the creation of self-reinforcing virtuous cycles of mid- to long-term economic growth and poverty reduction. The dynamic development is achieved by creating tangible and clear results from Triangular Cooperation, by addressing development challenges in respective developing countries. Results should be clearly defined in the design of Triangular Cooperation including how the results will be made. This is the point that JICA's knowledge and experiences stands out as a Development Partner.

In the entire process of Triangular Cooperation, basic principle of South-South and Triangular Cooperation should be observed: Mutual Benefit & Respect and Equal Partnership. This is the most challenging part where Development Partners may encounter. However, considering that this is the most sensitive part among developing countries, Development Partners must internalize this principle in their own system.

Development Partners also have a role of pioneering a new initiative in the provider country, Indonesia. It has two implications: pioneering in terms of aid management skills and interest to SSTC. How Development Partners manage respective projects, make results etc. Meanwhile, there are many institutions which have not practiced SSTC, and become interested in SSTC after triangular engagement with Development Partner (see Neighbors in Development: Timor-Leste article in this booklet). Both of them will enrich stakeholders of SSTC in Indonesia.

Meantime, Political Commitment is often cited as difficulties for the hindrance of implementation. However, political

Model of Triangular Cooperation of JICA Indonesia





Minister of National Development Planning (BAPPENAS) at the Bali High Level Meeting

Role of Indonesia in Global Development

Indonesia, categorized by the World Bank as a low middle-income country, one of the recent emerging economies, and the only country from Southeast Asia that represents the G20, has been well-known for its experience in democracy, especially after the Asian economic crisis in 1998 and during the current European financial crisis, in which it has shown stable macro economy and steady growth in development. In 2009, the government took lead and set up the Jakarta Commitment as an initiative to implement Paris Declaration. The Jakarta Commitment was signed between the Government of Indonesia (GOI) and 25 development partners as agreement to promote partnership for development effectiveness.

Meanwhile, although its global presence has increased considerably, Indonesia is still playing a dual role by being a beneficiary as well as a provider of development cooperation. The government of Indonesia has set a new direction on South-South and Triangular Cooperation for its foreign diplomacy under the Medium Term Development Plan (RPJM) and formulated the Master Plan for the Acceleration and Expansion of Indonesian Economic Development (MP3EI) to gain competitiveness in international needs and global cooperation.

To accommodate this developing situation, the government has shifted the nation's policy direction on development cooperation which comprised of three pillars:

- (1) Strengthening domestic capacity building through technical cooperation and knowledge sharing,

- (2) Increasing investment leverage through infrastructure cooperation program through loan, technical cooperation, and public private partnership (PPP),
- (3) International development cooperation: global, regional, and south-south and triangular cooperation.

Post-2015 Development Agenda

President of the Republic of Indonesia, Susilo Bambang Yudhoyono, was appointed to the co-chairmanship of the High-Level Panel of Eminent Persons (HLPEP) on Post-2015 Development Agenda by the United Nations Secretary-General alongside President of Liberia and Prime Minister of the United Kingdom. The 26-member advisory Panel had a primary task to give advice on the global development agenda beyond 2015, the target for the Millennium Development Goals (MDGs).

The President set up the National Committee for the Formulation of Post-2015 Development Agenda under the President's Delivery Unit for Development Monitoring and Oversight (UKP4) to carry out and oversee Indonesia's inputs to the HLPEP. The ten-month appointment from June 2012 to May 2013 consisted of a series of international and national forums/dialogues in which Indonesia had the opportunity to represent those countries that both receive and provide cooperation.

Global Partnership for Development Effectiveness

Meanwhile, the Minister of National Development Planning Agency (BAPPENAS), Ms. Armida Alisjahbana, was appointed to the co-chair of the Post-Busan Global Partnership for Effective Development Cooperation (GPEDC), alongside Nigeria and United Kingdom. This framework planned to provide effective means to achieve MDGs and Post-2015 development goals in the operational level. One of Indonesia's efforts in the GPEDC was a draft concept note on knowledge sharing that highlights the importance of identifying the role of knowledge sharing and how it should be framed within the development cooperation agenda, and promoted south-south and triangular cooperation as one of the mechanisms to materialize development goals. At the end of 2013, GOI plans to host one of the meeting series in Indonesia with SSTC as a central theme.

Indonesia's engagement in other international forums

As part of the efforts to include Asian inputs in the HLP on Post 2015 Development Agenda as well as Post Busan under GPEDC, JICA through the policy coordination of the Government of Japan (GOJ) in cooperation with the Economic Development Cooperation Fund (EDCF) under the coordination of the Government of Korea, facilitated the Government of Indonesia to host the 4th Asian Development Forum (ADF) in March 2013 in Jakarta. The result of the ADF was submitted to the National Committee for HLPEP as well



JICA Vice President chairing session at the 4th Asian Development Forum

as to the Co-Chairs of GPEDC to be further discussed at the 4th high-level meeting in Bali in March 2013. Indonesia's President represented the HLPEP in submitting the HLP report in May 30, 2013 to the United Nations Secretary General.

Aside from these high-level forums, JICA facilitated the promotion of Indonesia's active involvement in various prominent international forums such as Coalition for African Rice Development (CARD) and other side event seminars of the 5th Tokyo International Conference on African Development (TICAD) in June 2013. JICA also facilitated various preliminary meetings towards the 1st Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD) held by The Government of Japan in Tokyo in February 2013, and agreed that 2nd CEAPAD will be hosted by Indonesia in 2014.

In July 2012, JICA, World Bank, UNDP in cooperation with GOI held the Bali High-Level Meeting: Toward Country-Led Knowledge Hubs. More than 400 high-level participants from around the world attended the three-day meeting to exchange knowledge on topics surrounding policy and operations of SSTC, such as funding mechanism, selecting cooperation partners, strengthening institutional capacity, among others. The meeting was officially opened by the Vice President of the Republic of Indonesia, H.E. Mr. Boediono, with opening remarks by JICA Vice President, Mr. Hiroto Arakawa, World Bank Managing Director, Ms. Sri Mulyani Indrawati, and UNDP Assistant Secretary General and Regional Director for Asia-Pacific, Mr. Ajay Chibber.

This effort gave birth to a community of practice (COP) to further provide opportunities to pursue cooperation and exchanges with various networks, countries and multilateral partners, whereas countries want to learn from the practical development experiences of their peers, with a desire to share on the one hand, and to learn on the other. Knowledge exchange among these countries is an effective tool for development and with increasing demand, developing countries realized the need to set up Knowledge Hubs as networks to facilitate the process. The COP provides the platform for technical level officers around the world to meet and exchange, and possibly work together on issues that have not been touched upon by other frameworks. (For more information to join the COP, go to www.knowledgehubs.org.)

Along with those series of forums, in 2013 the Government of Indonesia continues to contribute actively in several important international events, in particular chairmanship of Asia-Pacific Economic Cooperation (APEC), member of G20 Development Working Group, and D8 among

others. Taking the opportunity to play more and more important roles in exposing and promoting Indonesia's capacities in international arena, it has been acknowledged that Indonesia would be a potential partner for JICA to jointly contribute in promoting sound international development effectiveness for the welfare of global society in the future. ■

Comparative advantage of Indonesia

Traditional knowledge: 'Musyawarah' and 'Gotong Royong'

'Musyawarah' and 'Gotong Royong' are familiar words to Indonesian people. These are rules of conduct which Indonesian people make matters progress in society. 'Musyawarah' means making a consensus among people. 'Gotong Royong' is to help each other. These two ideas were found to have helped Indonesia develop, which may be able to address global challenges as well. There would be similar ideas in other countries, of course, particularly in

developing countries. Then, why did Indonesia succeed in utilizing these traditional ideas in its development process? Have a look at the stories that show how those ideas actually improved the Indonesian society in Knowledge Management Products, in the form of books and movies, in three fields: Poverty Reduction, Democracy, and Macro Economic Management, which the Government of Indonesia (GOI) identified as strengths of future SSTC engagements. GOI contemplates sharing these kinds of Indonesian knowledge with other developing countries (and perhaps also useful to industrialized countries). JICA Project on Knowledge

Management for South-South Cooperation (KM-SSC), implemented from 2012 to 2013, supported GOI to spell out how rich the Indonesian knowledge actually is.

Indonesia's traditional knowledge may help address global development challenges.

'Musyawarah' means making a consensus among people. 'Gotong Royong' is to help each other

For example, on Poverty Reduction, 'Musyawarah' and 'Gotong Royong' are depicted by three key factors: Community Cohesion, Facilitation, and Leadership. The book illustrates how these three factors function in addressing poverty reduction in Indonesia, with testimonials

of people on the ground. The stories show how the government gained trust from communities when they deploy community development activities such as turning abandoned caves into thriving tourism spots, cleaning-up polluted river etc. The book also illustrates what kind of SSTC engagement would be appropriate to share this knowledge. At the same time, the fifteen-minute movie gives you a glimpse of actual knowledge sharing experiences. Of course, a visit to the fields and interactions with the community are the best to comprehend the knowledge well, because people involved in this JICA project found that there were various invisible ingredients in the fields which may not be fully portrayed by recorded media. The books and videos are available from the website: <http://www.ssc-indonesia.org/>. Meanwhile, the Democracy topic captures a peace making process in Aceh, a special region located in the western-end of Indonesia, about how Indonesia paved the way for securing peace and democracy in the once-conflict-ridden region. The Macro Economic Management topic delivers a fascinating story of how a governmental Tax Call Center excelled in its service delivery to tax payers by the use of private-sector-oriented method.



Chief Advisor of KM-SSC at the final workshop of the project



A participant of the workshop reading a KM product

These three topics deliver that the level of trust between the government and the public has recently risen in Indonesia based on the traditional values, though the gained trust is not sufficient enough yet. Key knowledge was formulated in this way. Then, necessity of finding proper platform to disseminate this knowledge arose.

speech of the forum, asserted that each country be ready to take roles to address global challenges based on each capacity, and announced that Indonesia is ready to be a hub of three areas: development, governance and peace building, macroeconomic management for sharing knowledge with other countries. Mr. Boediono also called on the participants



A partner of the KM-SSC explaining Indonesia's poverty reduction program

New Platform for Knowledge Sharing

GOI led a global initiative in preparing an innovative platform of knowledge sharing. A web-based knowledge sharing platform for the practitioners of SSTC, called as Community of Practice (CoP) was made with the partnership of GOI, World Bank (WB), JICA, and United Nations Development Programme (UNDP). Recently Asian Development Bank (ADB) also joined the partnership. The platform enables the practitioners to exchange ideas, post knowledge, and learn from one another. Nearly 200 practitioners have registered in the platform since the launching in January 2013. Active exchange of knowledge is being made through live webinars among others.

The platform is an outcome of an international conference, Bali High Level Forum, Country-Led Knowledge Hubs hosted by GOI, WB, JICA, and UNDP in July 2012. The forum was attended by approximately 400 representatives of governments and aid organizations around the world. The Vice President of Indonesia, Mr. Boediono, in the opening

to form a network of practitioners on SSTC. Mr. Boediono's appeal to international community has been put into practice.

New Face of Indonesia in SSTC

Indonesia's traditional active sectors in SSTC were in social development fields such as Agriculture, Health, and Education. There are numerous good practices in these sectors in the past (For instance, see the article on 'Lessons from the past' in this booklet). On the other hand, these sectors are practiced plentifully by other emerging countries as well, some of which are bigger in scale and more advanced in technology level compared with those of Indonesia. Though Indonesia strives to improve domestic development in these sectors and made significant progress, it is a fact that there are a many similar faces in international perspective. Through the initiative in the Bali High Level Forum, Indonesia tried to expand its face to new sectors: development,

Opportunities for new SSTC programs



governance and peace building, macroeconomic management. This is a worthwhile challenge to identify comparative advantages of Indonesia. This series of new faces of Indonesia was created upon recovery from the Asian Financial Crisis, from late 1990's to the present, which demonstrates dignity of Middle Income Country. Together with the traditional sectors, these new sectors are also expected to be promoted as solutions to global development issues.

Indeed, the selection of these new sectors surprised JICA Indonesia Office, because we believed that traditional sectors were easily-handled ones. However, we are beginning to comprehend this choice as prudent, despite challenging. We consider that this is not a change of face, but an addition of new faces; an expansion of product lines. Therefore it is important that Indonesia promotes both traditional and new sectors comprehensively, which would also produce tangible results in both other developing countries and Indonesia itself.

Procedures should be revisited to ensure their practical usage, and so on. Meantime in the Operation, pilot programs will be co-implemented as models to iron out flagship programs. There should be opportunities for both NCT and line ministries including implementing agencies to increase their capacities for future full-fledged flagship programs. On the other hand, the NCT is an inter-ministerial body. For the NCT, it is a big challenge. However, we believe that it is a necessary process for Indonesia to develop further as one of the pivotal countries in the world ■

Related reports of the two projects: KM-SSC and CADEP-SSTC are available from JICA Library. <http://libopac.jica.go.jp/>

Help expand Indonesia's SSTC

A Technical Cooperation Project, "Capacity Development Project for SSTC (CADEP)" is going to support this expansion process. The implementation of this project was agreed between the National Coordination Team of SSTC Indonesia (NCT) and JICA Indonesia Office in April 2013. The project has started from August 2013 for the period of three years and aims to support NCT to establish the basis of expansion of SSTC. GOI envisions in its medium term period that it will "become a new emerging partner in innovative SSTC for development." Indonesia placed the current 2011-2014 period as a preparatory period to strengthen its national coordination capacity. The next 2015-2019 period will bear the fruit of strengthening as "a new emerging partner in innovative SSTC" in the context of development. The CADEP supports this process in two layers: policy and operation of SSTC in Indonesia. Policy poses a lot of challenges. Review of current 2011-2014 policy implementation is necessary for the next policy formulation. Delicate issue of the relation to private sector should be addressed. Draft Standard Operation

Capacity Development Project for SSTC (CADEP-SSTC)

National Coordination Team on SSTC, Indonesia



Strengthen coordination capacity of SSTC, by supporting institutional, funding, and procedures etc, while implementing Pilot Flagship Programs.



Discussion with Gambian agriculture officials during a site visit to Gambia

Lessons from the past Operation of South-South and Triangular Cooperation

In a remote village of Tanzania in Africa, the farmers' training center is located humbly and simply, a fruit of nearly three decades of cooperation by Indonesia. The Farmer's Agriculture and Rural Training Centre (FARTC) is located in Mkindo, some five-hour drive from the capital city of Dar es Salaam, Tanzania. The FARTC has only one classroom with a dormitory of for 18 persons. It is indeed a small facility, which has been expanded little by little since 1996 when it was built. An Indonesian flag was hoisted in the center. It was said that Tanzanian staff insisted on hoisting the Indonesian flag as a symbol of the cooperation. It was amazing to see an Indonesian flag fluttering in a distant village in Africa. Nowadays, Mkindo is known among local people as a place of rice culture in Tanzania.

In fact, there is another center supported by Indonesia, which is located in Gambia, a country in the western edge of Africa. Initial concept was one center in eastern part of Africa, Tanzania, and the other is in western part of Africa, Gambia. Both centers were results of rice culture cooperation between Indonesia and African countries that started from the late 1980s.

The cooperation was initially started as a unique on-the-job training program in Indonesia for African farmers, called as Apprenticeship Program, and then gradually shifted its focus from trainings in Indonesia to on-site trainings in Africa. The funding was also unique; it was raised by Indonesian

farmers. As a commemoration of Indonesia's achieving food sufficiency, a farmers' association called YAMPI was formed, which acted as the implementing body of this whole program.

What amazed us more was that Indonesia has implemented this kind of rather complex operation in the past. In these days, when it comes to South-South and Triangular Cooperation (SSTC) in Indonesia, it is very common that the cooperation is stand-alone, one-off trainings in Indonesia, on the contrary, which are usually very difficult to ascertain what was achieved as the result of such engagement. Initially we as JICA staff thought that Indonesia had not implemented a project which combines various types of inputs to solve a certain issue. After we found this case, we thought that a few past good practices of project-type cooperation would deserved further studies, so that Indonesia together with the Development Partners could find a more effective way of engagement for future SSTC flagship programs.

Beside this case of agricultural sector in Tanzania and Gambia, another two cases were picked: an academic exchange including collaboration with private sector in Namibia and road sector triangular cooperation in Timor-Leste. The Namibia case showed an academic cooperation was established and how the government of Indonesia (GOI) supported the initiative through private sector, export of samples of agricultural machinery. The Timor-Leste case

casted a light of how government cooperation would be able to trigger larger scale of private sector cooperation. These studies will hopefully present clear images of the results of engagement.

Since JICA started to support Indonesia's new initiative of SSTC, both Indonesian colleagues and JICA have talked over and over about this word: results. It is relatively easy for one to insist on the importance of results. However, it is not easy to ascertain what those results would be particularly in the context of SSTC. That was when this idea of case study set in. There would be some, though not many, cases in Indonesia where good visible results are available. This case study would deliver image of visible results.

It is not easy to ascertain what those results would be.

In the course of the study, a small opportunity of learning was introduced to Indonesian colleagues as a workshop. National Coordination Team of SSTC as the inter-ministerial coordination body of SSTC in Indonesia, line ministries, implementing agencies, embassy staffs in the studied countries, as well as Development Partners attended and exchanged opinions and ideas for the studied cases. The staff

of research institution of this study, Institute for Economic and Social Research, Faculty of Economic Economy, University of Indonesia (LPEM-FEUI, derived from Indonesian abbreviation) well facilitated the entire process, based on their study in the cases.

Indonesia is capable of planning and implementing results-oriented projects. It is important that our Indonesian colleagues grasp the image of results more clearly, and begin practicing in the actual process.

Through this study, we are convinced that Indonesia is capable of planning and implementing results-oriented projects. It is important that our Indonesian colleagues grasp the image of results more clearly, and begin practicing in the actual process. Meantime, more opportunities are expected for deepening the understanding of the results through various types of media by GOI and Development Partners ■

The Report is available from JICA Library. <http://libopac.jica.go.jp/>



A field survey to the agricultural training centers in Tanzania (top left) and Gambia (top right, bottom).

Evaluation for SSTC: why it's important to evaluate

With more than 30 years of experience in implementing programs for its neighbors and fellow developing countries, it is about time for Indonesia to review where programs things are going and how to keep the on track and spinning. For this purpose, the Government of Indonesia, with the support of JICA through its follow-up cooperation scheme, made an effort to formulate a guideline on evaluation for its international training programs. Although there have been other evaluation formats or mechanisms, they had been those owned by other countries or by development partners, thus created to fulfill the needs of those countries or development partners, not Indonesia's. While the mechanism is not in place yet, the programs continue to run and increase in number. Thus the draft guideline on evaluation for Indonesia's international training programs was formulated.



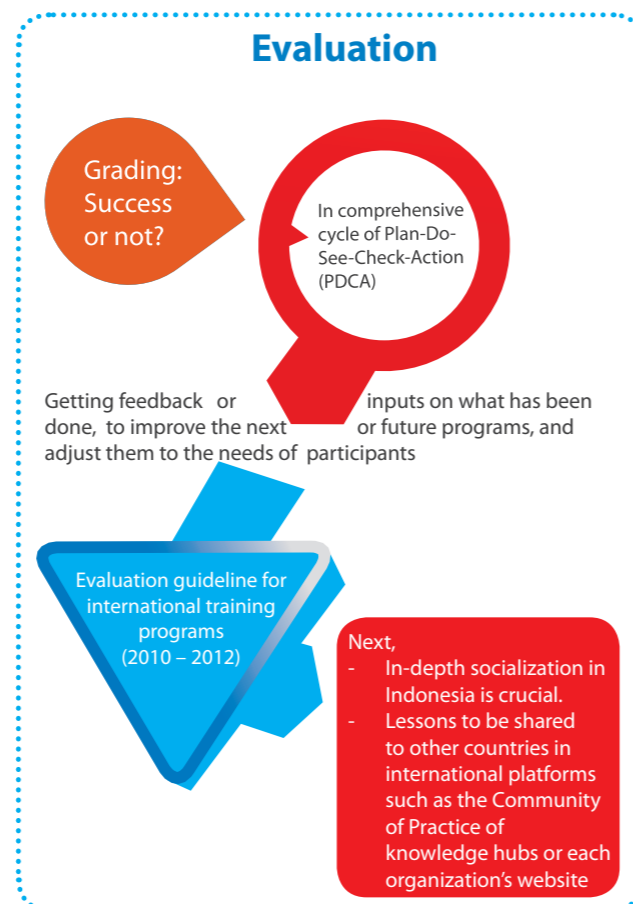
Representatives of JICA Indonesia and NCT-SSTC at the evaluation dissemination workshop

But what is evaluation? And why is it important?

The general perception on evaluation is likely to be related to a grading system to point out whether a program is successful or not. Although the perception is true in some part, the grading is for the comprehensive implementation cycle of Plan-Do-See-Check-Action (PDCA) in a specific program, on what had been done, what happened while it was being done, what could be improved, what was criticized or praised by the participants or supervisors, etc. These points are actually beneficial for self-improvement for the implementing agency and the people conducting the programs. The answers to these questions could help improve future program implementations.

What is gained by doing an evaluation? What is the advantage of it?

The main advantage is getting feedback or inputs on what has been done, to improve the next or future programs, and adjust them to the needs of the beneficiaries. This information is usually found during evaluation session/time in the training. It serves as feedback on what has been done as well as a way to improve future programs and adjust future programs so that they are more compliance to the needs of the beneficiaries. Result of an evaluation can be used for accountability and transparency for the Indonesian public, to showcase that the implementing agency is capable, as well as for justification on the effective use of government budget. Doing the evaluation and coming up with the results could motivate the institution to improve programs and its value. For National Coordination Team on South-South and



Simulation exercise between Indonesian implementing agencies and training participants from ASEAN countries.

Triangular Cooperation (NCT-SSTC), the inter-ministerial coordination body of Indonesia, evaluation reports/results could be used as reference to promote programs and their institutions, as promotional tools at international meetings or global events, data for future cooperation with the beneficiary country insert period mark

What has been done so far?

In the past, if the program is under cooperation with JICA, Indonesian implementing agencies used JICA's format for evaluation; a very simple format, but little focus was given to the program contents and there was almost no adjustment by the implementing agencies. In order to develop Indonesia's own evaluation system, formulation of evaluation guideline for Indonesia's international training programs was conducted from 2010 to 2012 using JICA's Follow-Up Cooperation scheme. A series of workshops were done in 2012 to socialize the draft guideline to implementing agencies and line ministries. A draft guideline is ready, awaiting official decision on who should make it official as well as the establishment of a mechanism on evaluation. Why only a guideline for training scheme? Because this is Indonesia's current strength, it's what Indonesia has been doing for 30 years but without a uniformed guideline that is owned by Indonesia.

What is next?

This entire process started from the end of a process in which the activities are already there but the mechanism is not yet ready. Now that a guideline has been formulated, it needs a mechanism to apply the guideline and to direct the stakeholders to use it. Furthermore, a one or two time workshop is not enough to socialize the guideline. In-depth socialization is crucial to ensure application of the guideline,

and especially to guide what should be done after the process is finished.

Once the mechanism is set up, a guideline for other cooperation schemes, such as expert dispatch, project type of cooperation, should also be developed by using this draft guideline as a basis. The experience could also be used when setting up the guideline for planning stage of a program development.

Throughout the entire process of creating the draft guideline for evaluation, there are surely lessons that have been collected and experienced. These lessons are facts that can be shared to other developing countries in international platforms such as the Community of Practice of knowledge hubs or each organization's website. ■



Resource person from GIZ during the evaluation workshop



Timor-Leste participants in on-the-job-experience at a road maintenance site

Neighbors in Development: Timor-Leste

Timor-Leste is a young country compared to Indonesia and Japan. The country needs, much support in socio-economic development. Since its restoration of independence from Indonesia in 2002/1999, various development partners and international organizations have extended their support to this country. JICA's focus on developing economic infrastructure as its priority cooperation area for Timor-Leste has led to the formulation of the first Yen loan project in the country. Meanwhile, taking advantage of having common experiences, Indonesia has been active in supporting the development of Timor-Leste in cooperation with JICA.

Road Development

The Triangular Cooperation on Road Sectors was completed in November 2012 with a final seminar in Dili, Timor-Leste. After two years of cooperation, positive results had emerged from technical point of view as well as the bilateral relations between the countries.

This cooperation has also been marked as a good example of doing SSTC as it was packaged with components of schemes to produce tangible results: the trainings in Indonesia, follow-up missions to Timor-Leste, and the final seminar. The

entire process was closely monitored by the three countries, with JICA's knowledge on development in Timor-Leste. The participants, who are mostly comprised of government staff, not only gained knowledge on road sector, but also realized the importance of putting the knowledge into practice. An important feature of this cooperation was the strong ownership of the governments of Timor-Leste and Indonesia, particularly of the high officials in the Ministry of Public Works of both countries, which is rarely observed in other SSTC projects. This kind of ownership helped the smooth implementation of the project, especially the follow-ups after the training in Indonesia.

What began in a very cautious manner, especially from Indonesia side, had ended with a high note that such cooperation should continue and expand to other areas of cooperation. During the project implementation, a bilateral Minutes of Understanding (MOU) between Indonesian and Timor-Leste Ministry of Public Works was also published to draw the areas of cooperation. Beside this improved bilateral relation, the involvement of Indonesian private sectors were observed, with major Indonesian companies such as Wijaya Karya (WIKA) starting operations and opening representative office in Timor-Leste.

Environmental Impact Assessment

Training on Environmental Impact Assessment (EIA) for Timor-Leste was initiated by the collaboration between a JICA Expert in Timor-Leste and the National Directorate for Environment (NDE), Ministry of Commerce, Industry, and Environment of Timor-Leste. With the growing number of infrastructure development in Timor-Leste, the Government of Timor-Leste realized that proper environmental assessment has not been done. To do this, the engineers and technicians of Timor-Leste need to be trained and Indonesia was selected as the best resource country for the Timorese to learn. Aside from having a familiar language of Bahasa Indonesia, many of the Timorese environmental engineers had gone to school in Indonesia, particularly Yogyakarta's Gajah Mada University. Based on this background, the program was arranged with Indonesia's Ministry of Environment (MOE) of Indonesia, with advices of the JICA Expert seconded to Timor-Leste.

With no experience in doing South-South or Triangular Cooperation of MOE Indonesia, MOE needed a certain process and time to institutionalize a new engagement in its bureaucracy. A lot of efforts were put into convincing MOE the significance of doing the program for Timor-Leste and the benefits for Indonesia. National Coordination Team on South-South and Triangular Cooperation (NCT-SSTC), the inter-ministerial coordination body of Indonesia, also extended their support and finally the agreement document was signed in March 2013 and the 1st batch of the training was implemented in April 2013 with the participation of 20 NDE officials/engineers. During and after the program, MOE was able to see the significance of the program and the extent of need for capacity building of Timor-Leste. This boosted the motivation of both Indonesia and Timor-Leste



JICA Advisor in environment to Timor-Leste (second from left) with his Timorese partners.

with Indonesia eager to share more and Timor-Leste wanting to learn more. This kind of cooperation is expected to give birth to new and innovative partnerships.

Irrigation and other project ideas

Beside the two engagements on road sector and EIA, there are some pipeline and on-going ones such as rice irrigation and community police etc. Cultural affinity should attract Triangular Cooperation of Timor-Leste and Indonesia, which indeed is found to be very effective and very handy for Development Partners when it comes to Triangular Cooperation. On the other hand, Development Partners should be aware that the engagement will not create another subjugating relation among the three countries. Instead the three countries should pave the way for development effectiveness under a shared and explicit strategy. SSTC projects should retain its principles: equal partnership and mutual opportunity under a clear strategy.



A group discussion among training participants from Timor-Leste in environmental impact assessment

Joining hands in reconstruction efforts of Afghanistan



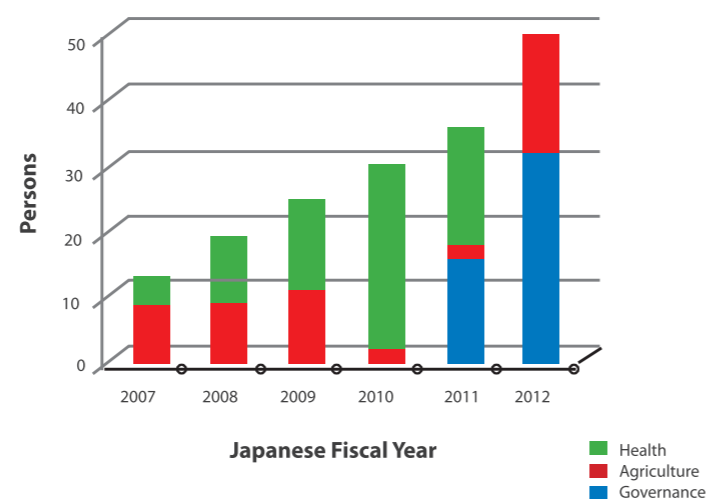
JICA Expert to Afghanistan taking part in the Capacity Development Training for Afghanistan

How it started

The current cooperation we see today between Indonesia, Afghanistan, and Japan reverts back to their individual bilateral relations, that have become the basis of triangular cooperation to support the development of Afghanistan. Indonesia and Afghanistan started bilateral relations in the 1950s with the opening of the Afghanistan Embassy in Jakarta in 1954 and later support the Non-Aligned Movement in 1965. Meantime, Japan, its bilateral relation going back to the 1930s, facilitated the International Conference on Reconstruction Assistance to Afghanistan in Tokyo in 2012 to present high-level exchange of views for the reconstruction assistance to Afghanistan, during which the Government of Indonesia stated her commitment to support the reconstruction efforts.

This statement was followed by an exchange visit by Indonesian officials to Afghanistan and Afghanistan officials to Indonesia that listed prospective projects to implement

Number of Afghan Participants of JICA Third Country Training Programmes in Indonesia



under the South-South and Triangular Cooperation framework. These initial efforts have thus been followed by various projects in agriculture, health, and community development that have continued until today. All of these projects are closely linked to JICA's on-going activities in Afghanistan and past Japan-Indonesia cooperation in Indonesia, thus taking advantage of development cooperation assets that Indonesia has developed with Japan. A total of 173 participants from Afghanistan have been trained in Indonesia from Japanese Fiscal Year 2007 to 2013 through JICA Third Country Training Programme, making this the longest running triangular cooperation for a single country by JICA and Indonesia thus far.

Programs in brief

Community Development Indonesia has strength in community facilitation as reflected in the implementation of various JICA projects such as the Sulawesi Capacity Development Project, and the Regional Infrastructure for Social Economic Development (PNPM-RISE) project. Meanwhile, Afghanistan needs to improve its regional development capacity and was interested to learn from Indonesia as a democratic country of Muslim majority. The learning process that was done within three years and consisting of five batches of training in Indonesia is linked to an on-going project in Afghanistan and supports the capacity building of the project counterparts, taking advantage of the knowledge borne by COMMIT, a local NGO that have actively participated in the JICA projects.



Afghan training participants preparing their action plan

Agriculture The project in agriculture kicked-off the triangular cooperation for Afghanistan in 2003. This project studied development cooperation opportunities in the field of agriculture and laid the base for the following series of cooperation in the sector. At least one training course per year with an average of 15 participants has been carried out since then.

Public Health Beside short courses, a medium term course in the field of public health was implemented in 2011. 62 officials from Afghanistan were invited to learn from Indonesia's public health at University of Indonesia, one of Indonesia's top universities. They learned first-hand from



Afghan training participants observing village empowerment during a site visit

Indonesia's experts who were also former counterparts of JICA project in Indonesia.

Lessons from the field

- Trainings aim to identify applicable lessons out of Indonesian experience for the beneficiary country, however, in many cases, participants tend to speak about conditions of their own country and emphasize the differences. Standing in their shoes, a good facilitator could help Afghan participants to look at things at wider perspectives and gain insight of what and how to apply Indonesian lessons in their context.
- Presence or participation of a Japanese expert who do operations in Afghanistan could help bridge difference of views on how it is in Afghanistan and what they have observed in Indonesia since the Japanese expert have had experience in Afghanistan.
- Language barrier is a continuing problem in SSTC. It could be bridged by a good facilitator, more participatory/interactive sessions. When dealing with less developed countries, full English speaking participants cannot be expected. The facilitator and representative of the participants who can speak English could bridge the gap, especially in discussion sessions.
- Time management and post-training plans are issues that need to be tackled on both the sides of the implementer and the participants in SSTC implementation who often have reservations toward each other. For more effective output of the projects, all parties need to be more aware of time utilization during the program as well as formulating applicable action plans. Most of the time, action plans tend to be ideas instead of feasible plans that the participants can do after they return to their countries. The role of the facilitators could direct these ideas toward more concrete and implementable plans. Pre-departure inception report could also incorporate a draft action plan. ■

National Development Plan

Sharing Indonesian experiences
A key for economic recovery

Indonesia's economic recovery process from the Asian Financial Crisis catches wide range of attention of developing countries in the world. Especially, the successful national development planning attracted both Asia and Middle East, which may be shared with other countries as a form of knowledge sharing.

'In 1998 when Indonesia was hit by the Crisis, Indonesia's GDP faced a negative 13.4%. There were very drastic and grave changes, 'an official of the Indonesia's Ministry of National Development Planning (BAPPENAS) commented. More than 15 years has passed since then, Indonesia's economy and society enjoy fruit of development as a Middle Income Country.

Cambodia took notice of this significance, invited a senior official of BAPPENAS for his sharing experiences on planning and budgeting reform in Indonesia as a case of public investment. The knowledge sharing took place in June 2012 in Phnom Penh, Cambodia with relevant officials of the government of Cambodia including Ministry of Economy and Finance. The improvement of effective public investment will increase budget credibility and ensure the effectiveness and efficiency of financial accountability under public financial management reform, which process was being supported by a JICA Expert.

Mr. Wismana Adi Suryabrata, Deputy Minister of Development Funding Affairs of BAPPENAS articulated planning and budgeting formulation during the reform, phase of reforms, key reform factors and challenges, suggested to utilize performance information in budget allocation, review and revise budget ceiling structure, allocate more cost to "outward-looking" programs and activities, and change management and internal organization.

While in Egypt, JICA supported the formulation of 10-year national development plan. A seminar was held in a Feb 2012 at Cairo, Egypt, titled as "Inclusive Development and

Planning" with some 130 participants. Mr. Tb. A. Choesni, Director for International Development Cooperation, BAPPENAS elaborated challenges in Indonesia's recovery process from the Financial Crisis, decentralization, and the effects. Indonesia's experience of decentralization caught the interest of many Egyptian participants. Mr. Choesni stressed that 'one size fits all' does not work, while the implementation of economic plan requires democracy which Indonesia is still in learning process.

Mr. Ashraf El-Araby, Egypt's Minister of Planning and International Cooperation, said in his closing remarks that his country would reap the full rewards of what they learned at the seminar to put the national development plan into operation and that he hoped the partnership among the participating countries would be further strengthened.

Timor-Leste, which is in very early stage of contemplating the function of its National Development Agency called ADN visited Indonesia in September 2012, for a comparative study of the review of ADN's current set up in the context of National Strategic Development Plan 2011-2030 of Timor-Leste. The study team, headed by Mr. Samuel Marcal, Director General of ADN visited BAPPENAS, related ministries and regional government of Manado, the capital city of the North Sulawesi province of Indonesia. In BAPPENAS, the ADN team was briefed on regional development plan, coordination of planning and budgeting, medium term development plan, monitoring and evaluation, and relation between regions and related ministries.

Though the motivations and opportunities of developing countries vary, many developing countries recognize Indonesia's recovery and consider it as a reference for development. National development planning would be one of core issues in the recovery process. Indonesia's willingness of the sharing knowledge about its successes and failures would benefit developing countries, despite Indonesia is indeed in learning process. ■

JICA's Implementing Partners in Indonesia for South-South and Triangular Cooperation

Nearly sixty years of cooperation with Indonesia, JICA has worked with numerous institutions, many of which are renowned for prominent capacities both domestically and internationally. This list is a small collection of those institutions with which JICA has partnered for South-South and Triangular Cooperation. A more comprehensive study is being implemented to extract the knowledge of those institutions. ■

Economic Policy and Macroeconomic Management

Agency for Finance Education and Training, Ministry of Finance
Directorate General of Customs and Excise, Ministry of Finance
Non-Aligned Movement, Centre for South-South and Technical Cooperation (NAM-CSSTC)

Governance

Indonesia National Police

Regional Development

Center for Economic and Social Studies (CESS)
PLSD Indonesia Institute

Electric Power and Energy

Institute for Business and People's Economy (IBEKA)

Transport and Traffic

Education and Training Center, Ministry of Public Works

Telecommunication

Multi Media Training Center (MMTC), Ministry of Communication and Information
PT. Telkom

Agriculture and Fisheries

Agency for Agricultural Extension and Human Resources Development (AAEHRD), Ministry of Agriculture
Center for Research on Engineering Applications in Tropical Agriculture (CREATA), Bogor Agricultural Institute (IPB)
Central Research Institute for Aquaculture, Gondol Research Institute for Mariculture, Ministry of Fisheries and Marine Affairs
Irrigation Engineering Service Center (IESC), Ministry of Public Works
National Training Center for Livestock, Ministry of Agriculture
National Veterinary Drug Assay Laboratory (NVDAL), Ministry of Agriculture
Singosari National Artificial Insemination Center, Ministry of Agriculture

Private Sector Development

Import Export Training Center (IETC), Ministry of Trade
Institute for Research and Development of Metal and Machinery Industries (MIDC), Ministry of Industry
National Vocational Rehabilitation Center (NVRC), Ministry of Social Affairs

Health and Medical Care

Ministry of Health
Faculty of Community Health, University of Indonesia
Kusuma Buana Foundation (YKB)
National Family Planning and Population Board (BKKBN)
PT Bio Farma

Disaster Management

Sabo Technical Center (STC), Ministry of Public Works

Education

Electronic Engineering Polytechnic Institute of Surabaya (EEPIS)
Faculty of Math and Sciences, Indonesia University of Education (UPI)

Urban Environments, Water and Sewage Systems

Environmental Training Center, Environmental Management Center, Ministry of Environment
Research Institute for Human Settlements (RIHS), Ministry of Public Works

Preservation of Forests

Center for Forestry Education and Training (CFET), Ministry of Forestry
Center for International Cooperation in Management of Tropical Peatland (CIMTROP), University of Palangkaraya
Center for Plantation Forest Research and Development, Ministry of Forestry

List of Planned Projects in JFY 2013

Capacity Development of the Indonesian Government

No	Title	Partner Institution in Indonesia	Beneficiary Country	Type	Total Participant	Cooperation Period (JCY)
1	Project on Knowledge Management for South South Cooperation (KM-SSC)	National Coordination Team of South-South and Triangular Cooperation	Indonesia	Project	N/A	2012-2013
	Indonesia's Experiences on Macroeconomic Management					
	Indonesia's Experiences on Poverty Reduction through Community Empowerment					
	Indonesia's Experiences on Democracy					
2	Capacity Development Project for South-South and Triangular Cooperation (CADEP)	National Coordination Team of South-South and Triangular Cooperation	Indonesia	Project	N/A	2013-2016
	Study on Review of Policy Implementation and Funding Partnership Strategy of South-South and Triangular Cooperation					
	Study on Communication Strategy (Promotion And Publication) for Indonesia's South-South and Triangular Cooperation (tentative)					
3	Cataloging Cooperation Asset of Indonesia-Japan for South-South and Triangular Cooperation			Study	N/A	2013

Projects to assist other developing countries

No	Title	Partner Institution in Indonesia	Beneficiary Country	Type	Total Participant	Cooperation Period (JCY)
Environment						
15	South-South and Triangular Cooperation on the Capacity Building on Environmental Impact Assessment among Indonesia, Timor-Leste and Japan (The First Batch)	Ministry of Environment, University of Gadjah Mada	Timor-Leste	TCTP (Inbound)	20	2013
16	South-South and Triangular Cooperation on the Capacity Building on Environmental Impact Assessment among Indonesia, Timor-Leste and Japan (The Second Batch)	Ministry of Environment, University of Gadjah Mada	Timor-Leste	TCTP (Inbound)	20	2013
17	Planning and Management of Eco-Tourism in Tropical and Subtropical Regions for Asia and Oceanian Countries	Ministry of Forestry	Indonesia, Laos, Sri Lanka, Samoa, Timor-Leste, Kiribati, Solomon Islands, Micronesia	SUP (Inbound)	11	2013
Others						
18	The Third Country Training (The International Training Program on Documentary TV Program Production for Asian and African Countries)	'Multi Media Training Center (MMTC)	Bhutan, Timor-Leste, Myanmar, Cambodia, Indonesia	TCTP (Inbound)	11	2011-2015
19	Supplementary Program for JICA's Training on Capacity Development for Carbon Budget Measurement of Tropical Forests to Reach climate Change (CIMPTROP)	Center for International Cooperation in Management of Tropical Peatland (CIMPTROP), Palangkaraya	Laos, PNG	SUP (Inbound)	6	2013
20	Scholarship to Japan: Future Leader's Program for International and Regional Cooperation (Master's Degree) on-going	University of Waseda, Tokyo, Japan	Indonesia	Training in Japan	1	2011-2014

Projects to assist other developing countries

TCTP: Third Country Training Programme, TCE: Third Country Expert, SUP: Supplementary Training

No	Title	Partner Institution in Indonesia	Beneficiary Country	Type	Total Participant	Cooperation Period (JCY)
Development plan, governance						
4	The Participatory Community Development Training for Afghanistan (The Fourth Batch)	Center for Economic and Social Study (CESS)	Afghanistan	TCTP (Inbound)	16	2011-2013
5	The Participatory Community Development Training for Afghanistan (The Fifth Batch)	Center for Economic and Social Study (CESS)	Afghanistan	TCTP (Inbound)	16	2011-2013
6	Study trip to Aceh (Comprehensive Capacity Development Project for the Bangsamoro)	Under formulation	The Philippines	Study Trip	Under formulation	Under Formulation
South-South and Triangular Cooperation						
7	Joint Coordinating Committee for the East Asian Cooperation for the Palestinian Authority	Ministry of Foreign Affairs	Palestine	Mission (Inbound)	N/A	2013
Agriculture & fishery						
8	Project for Rice Productivity Improvement in Central Highland in Madagascar <Research engineering>	Indonesia Center for Agricultural Engineering Researcher Development (ICAERD), Agency of Agricultural Research Development, Ministry of Agriculture	Madagascar	TCE (Outbound)	2	2009-2013
9	Irrigation and Rice Cultivation Project in Manatuto-Phase II	Under Formulation	Timor Leste	TCE (Outbound)	Under Formulation	Under Formulation
10		Under Formulation	Timor Leste	TCE (Outbound)	Under Formulation	Under Formulation
11	Training Program on Fruit Production (Including Post Harvest & Agro Processing) for Palestinian Officers (Tentative)	Under Formulation	Palestine	TCE (Outbound)	Under Formulation	Under Formulation
Health						
12	International Training on Strengthening District Health Planning in the era of decentralization for improvement of the health status of children and mothers (tentative)	Ministry of Health	Under Formulation	TCE (Outbound)	Under Formulation	Under Formulation
Education						
13	Third Country Training Program(TCTP) "Triangular Cooperation in Capacity Development of Mathematics and Science Teacher Educators" in Indonesia	Indonesia University of Education (UPI) Bandung	Ethiopia	TCTP (Inbound)	Under formulation	2012-2015
Higher Education						
14	The Third Country Training Program for Short-Term Training in Indonesia for the Project for Strengthening Teacher Education on Special Needs Education Phase 2 in Afghanistan	Indonesia University of Education (UPI) Bandung	Afghanistan	TCTP (Inbound)	15	2013-2015

Establish the basis of expanding South-South and Triangular Cooperation (SSTC)

Visit partner site. <http://www.ssc-indonesia.org/>

In partnership with
National Coordination Team on
South-South and Triangular Cooperation

A Technical Cooperation Project has started from August, 2013 to support for capacity development of South-South and Triangular Cooperation in Indonesia.
For overview of the project, see 'Comparative advantage of Indonesia' in this booklet.

CADEP-SSTC

Capacity Development Project for
South-South and Triangular Cooperation

Project Office: Gedung Wisma Bakrie 2 Lantai 6,
Jl. HR. Rasuna Said Kav. B-2, Jakarta 12920 - Indonesia
cadepsstc@gmail.com +62-21-57945753 (tel/fax)







Japan International Cooperation Agency (JICA)

Indonesia office

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

Indonesia

Tel. (62-21) 5795 -2112

Fax. (62-21) 5795 - 2116

Homepage: www.jica.go.jp

