

Annual Report of Indonesia's South-South and Triangular Cooperation (SSTC) 2014



**NATIONAL
COORDINATION
TEAM OF SSTC**



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South-South and
Triangular Cooperation
(SSTC) 2014**



Message

South-South and Triangular Cooperation (SSTC) has been advocated over the years as an effective vehicle for international development, especially in support of the process of capacity development, based on the understanding that their facilitating conditions such as the similarities of development levels and socio-cultural environments of the partners make the transfer of appropriate resource including knowledge easier to take place.

Becoming a partner in providing South-South Cooperation is now an objective for Indonesia. The Government of Indonesia has been cooperating closely with Southern Partners. Since the 1955 and by 1980s, it provided reciprocal learning opportunities through its South-South and Triangular Cooperation program. In 2009, the Government of Indonesia set out the Jakarta Commitment in which it pledges, among others, to enhance and facilitate cooperation among developing countries.

In the National Medium-Term Development Plan 2015-2019, the overarching aim on SSTC issues is to increase Indonesia's role on SSTC program. In this regard, South-South and Triangular Cooperation will be used as modalities to enhance development cooperation of which measured benefit would be a result. Creating mutual benefits among developing countries will contribute to the creation of prosperity not only for the Southern Partners but also for Indonesia itself without losing the essence of solidarity among fellow developing countries.

As reported, in 2014, Government of Indonesia implemented a number of the SSTC activities carried out by the line ministries and institutions, generally in the form of capacity building. The funding of activities was carried out through the state budget as well as triangular cooperation with Development Partners. In addition, the improvement of the working mechanism of the National Coordination Team of SSTC has been adopted to ensure SSTC activities becoming more structured and sustainable.

Thank you.



Tb. A. Choesni

Director for International Development Cooperation
Ministry of National Development Planning/
National Development Agency (Bappenas),

Chairperson of Technical Team,
National Coordination Team of South-South and
Triangular Cooperation

Foreword

We are pleased to present the very first edition of the South-South and Triangular Cooperation (SSTC) Annual Report by the Government of the Republic of Indonesia. This report reflects Indonesia's achievements and milestones in SSTC for 2014. In 2014, Indonesia conducted a diverse range of SSTC activities under the coordinating leadership of the National Coordination Team of South-South and Triangular Cooperation (NCT of SSTC). Indonesia hosted major training activities, dispatched experts to countries around the world, and participated in a diversity of workshops and seminars. The 2014 presidential election, which saw the installment of a new political leader, was another key development with special relevance for Indonesian SSTC.

Currently, Indonesia's areas of SSTC expertise extend from social development sectors such as agriculture and public health to its strong suits such as democracy, governance and elections, microfinance, and management of natural disasters. As a member of the G20 since 2008, and a co-chair of the Global Partnership for Effective Development Cooperation (GPEDC) since 2013, the nation plays an increasingly visible role in the global development arena. Indonesia is a significant middle power as well as a pivotal country that positions itself as a gateway to other developing countries.

This report highlights our contribution to global development in the SSTC arena. As a country that has had extensive experience of working with development partners to build its own capacity, Indonesia takes satisfaction in being able to share with its peers. We look forward to the creation of new and strategic SSTC programs that effectively respond to global challenges so as to further foster mutual prosperity, solidarity, and stability.

Thank you.



Rika Kiswardani
Chairperson of Working Group 3
NCT of SSTC



Arko Hananto Budiadi
Vice Chairperson of Working Group 3
NCT of SSTC

Executive Summary

Indonesia has been implementing South-South and Triangular Cooperation (SSTC) framework in its international cooperation for more than thirty years to support the development of its peer countries. Its international cooperation aims to promote nation building and world order based on freedom, lasting peace, and social justice. Since 1955 at the first Asian African Conference, Indonesia has outlined its footprints in international cooperation. It helped realize the signing of the Bandung Communiqué that outlined the South as developing countries and the North as developed countries while promoting mutual cooperation among Southern countries.

As a middle-income country and one of the current emerging economies next to Brazil, Mexico, Thailand, among others, Indonesia plays a strategic dual role as a recipient of international assistance from traditional donors and provider of foreign assistance to other developing countries. The Paris Declaration for Aid Effectiveness, the Accra Agenda for Action, and the Busan Partnership for Effective Development Cooperation that aim to improve the quality of aid and effectiveness of development became part of Indonesia's policy instruments for its foreign assistance.

The demand for Indonesia's foreign assistance has been growing, motivating it to continually improve and develop how it operates. One of these developments is the establishment of the National Coordination Team of South-South and Triangular Cooperation (NCT of SSTC) in 2010 with the given task to coordinate SSTC programs implemented by line ministries, formulate cooperation with development partners, and monitor and evaluate SSTC programs. In 2014, the NCT of SSTC facilitated the implementation of more than 300 demands from 42 countries, and also showcased Indonesia's international cooperation in high-level international forums such as the High-Level Meeting on Knowledge Hubs in Korea and the Global Partnership for Effective Development Cooperation high-level meeting in Mexico.

One of the major turning points in 2014 was an ambitious strategic agenda in Indonesia's new National Medium Term Development Plan (RPJMN) 2015-2019 that aimed for the establishment of a single entity to implement Indonesia's SSTC. Fragmentation in development efforts, needs to strengthen capacity and extend outreach, efforts to ensure public transparency and accountability were the basis for this agenda, in line with the work plan of Indonesia's newly elected President, Joko Widodo, to strengthen and solidify SSTC in advancing Indonesia's position in the global arena. As an alternative to traditional development cooperation in which the North provides assistance to the South, SSTC is viewed as an effective complement to existing cooperation efforts to support other developing countries in their development. Indonesia also takes advantage of its SSTC as a platform for knowledge exchange with other developing countries.

In 2014, Indonesia absorbed a total of approximately USD 1.18 million from its state budget for 26 SSTC activities, although funding also came from development partners or southern partners. About 63% of SSTC activities in 2014 were implemented through training scheme, while there were also activities that combined several modalities into an integrated project that included training, expert dispatch, and equipment provision. In terms of prioritized geographical areas, ASEAN and the Asian regions remain the most significant at about 60% of the total in 2014, although Africa, Pacific countries, and the Middle East have become increasingly important partners for Indonesia's foreign assistance. Having experienced first-hand as a recipient of international cooperation with traditional development partners (bilateral and multilateral partners), Indonesia has collected a number of implementing agencies that possess significant capacity to share their knowledge and skills to other developing countries.

Table of Contents

Message	i
Foreword	ii
Executive Summary	iii
Table of Contents	iv
List of Diagrams	v
Chapter 1	
A Glance at Indonesia’s Position and Policy on International Development Cooperation.....	1
Chapter 2	
Managing and Coordinating Indonesia’s SSTC - An Introduction to the National Coordination Team of South-South and Triangular Cooperation (NCT of SSTC)	7
Chapter 3	
Development Cooperation through Knowledge Exchange Activities	13
Chapter 4	
Indonesian Implementing Agencies Providing Knowledge Exchange for SSTC in 2014.....	29
Chapter 5	
Partners in Development	35
Annex 1	
Matrix of Indonesia’s SSTC Activities in 2014	40
Annex 2	
World Map : Indonesia’s SSTC Partners.....	44
Annex 3	
Map of Indonesia’s SSTC Implementing Agencies	45
Glossary and Abbreviations	46
References	48



List of Diagrams

Diagram 1: Aspects of Indonesia's international development cooperation	3
Diagram 2: Summary of Indonesia's path in international development cooperation	5
Diagram 3: Transformation of Indonesia into a middle income country	8
Diagram 4: NCT's Organization structure (as of the end of 2014)	9
Diagram 5: Indonesia's flagship programs	10
Diagram 6: Types of modalities used by Indonesia's SSTC	14
Diagram 7: Number of SSTC participants and experts in 2014	14
Diagram 8: Distribution of SSTC participants in terms of geographical location in 2014	14
Diagram 9: Types of partnerships in terms of financial and technical inputs	15







▶ Chapter 1

A Glance at Indonesia's Position and Policy on International Development Cooperation

South-South Cooperation (SSC) as a form of Indonesia's international development cooperation helps provide for knowledge sharing with other developing countries through bilateral or triangular mechanisms. Over recent years, South-South and Triangular Cooperation (SSTC) has grown into one of the mechanisms by which developing countries, and Indonesia particularly, engage in global development cooperation. SSC is not a substitute of the existing North-South cooperation, but instead compliments it. In 2014, SSTC became an even more important medium of Indonesia's foreign policy to promote nation building and world order based on freedom, lasting peace, and social justice.

It has been a long road for Indonesia to reach this stage since its independence in 1945. As the world's fourth largest country and one with the largest Muslim population in the world, Indonesia has become increasingly engaged in global development efforts -- and has been gaining momentum as it leaves its footprints around the globe. Here is a look at Indonesia's development cooperation journey to date.

1.1 The beginning of Indonesia's international development cooperation

Indonesia began its involvement in international development cooperation as early as the 1950s when it initiated the first Asian African Conference (AAC) along with India, Myanmar, Pakistan, and Sri Lanka. As an integral member of the AAC, Indonesia helped realize the signing of the Bandung Communiqué, the outcome document of AAC 1955 that outlined the idea of the South as developing countries and the North as developed countries while championing mutual cooperation among Southern countries. This outcome gave rise to the Non-Aligned Movement (NAM) in the 1960s and the Jakarta-based Non-Aligned Movement Center for South-South and Technical Cooperation (NAM-SSSTC), several decades later in 1995.



AAC 1955. Photo courtesy of National Archives of the Republic of Indonesia.

The Buenos Aires Plan of Action (BAPA), which resulted from the 1978 UN Conference on Technical Cooperation among Developing Countries, laid the groundwork for Indonesia's first SSC activities. In the early 1980s Indonesia established the Coordinating Committee for International Technical Cooperation (CCITC) and this institution became the focal point for all of Indonesia's technical cooperation activities with other developing countries.

Indonesia's highest profile project at the time was the Apprenticeship Project on Rice Culture, which involved the transfer of technology on rice cultivation in Gambia and Tanzania in 1985. The engagement is an example of a comprehensive and advanced project by Indonesia that contained a combination of different types of modalities: technical training in Gambia and Tanzania, apprenticeship in Indonesia, and provision of equipment. The training centers in Gambia and Tanzania still stand to this day, catering to human resources development needs in these countries and throughout the region.

Since then, Indonesia's SSC has grown in a variety of fields that reflect Indonesia's strengths: disaster management, animal husbandry, family planning, microfinance, and community development, among others. (See Chapter 4)

1.2 Indonesia's current global development policy

Dual position as recipient and provider of foreign assistance

As a middle-income country in global development arena, Indonesia has been playing a dual role as a recipient of international assistance and a provider of foreign assistance to other developing countries. Indonesia is unique compared to traditional development partners because it implements its development effectiveness concept in receiving foreign assistance at the same time it provides assistance to others. The relevant policy foundation comprises of the Paris Declaration for Aid Effectiveness, the Accra Agenda for Action, and the Busan Partnership for Effective Development Cooperation. All three of these policy instruments aim to improve the quality of aid and effectiveness of development.

Demand for Indonesian development assistance has continued to increase. By the end of 2014 there had been more than 300 requests from 42 countries. This has motivated Indonesia to continually

develop new methods for improving coordination and implementation in the interests of more effective programs. In 2009, Indonesia formalized its intention to improve aid effectiveness via the Jakarta Commitment, whose focus was alignment of external assistance with national development priorities. To support implementation of the Jakarta Commitment, Indonesia established the Aid for Development Effectiveness Secretariat (A4DES) that would later give birth to the National Coordination Team of South-South and Triangular Cooperation (NCT of SSTC). (See Chapter 2)

Commitment to global development

Indonesia implements independent, active, and multi-directional foreign policy that includes expansion of SSTC. As noted by former foreign affairs minister Dr. R. M. Marty Natalegawa: "It's because we have had challenges that makes us more relevant. We can say: 'We get what you're going through because we've been there, too'".

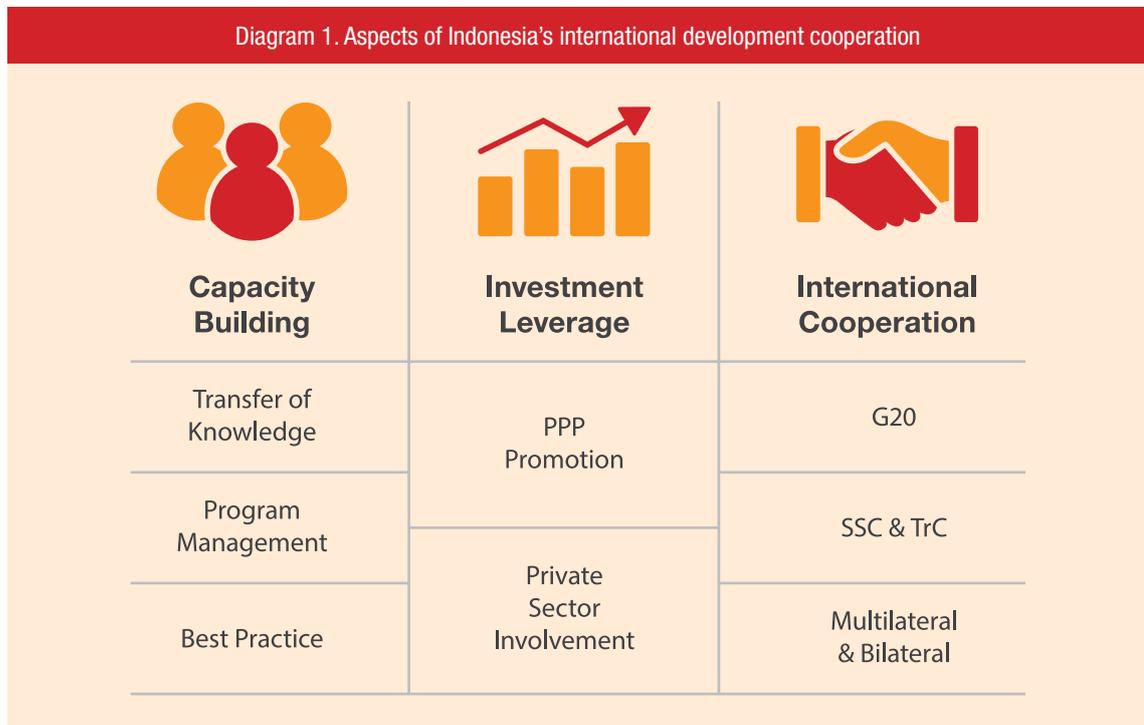
For Indonesia, SSTC is a manifestation of the country's commitment and contribution to global development. Since Indonesia has recently undergone a variety of reforms, changes, and

transitions of the type that other developing countries have or will experience, Indonesia understands first-hand what is required to move forward.

There are three primary aspects to Indonesia's international development cooperation: capacity building, investment leverage, and international cooperation. Through the transfer of knowledge, management of its programs, and sharing of best practices, Indonesia expects to build the capacity of other developing countries, while also increasing its own capacity in managing its international cooperation programs. Meanwhile, emerging sources of private sector finance and public-private partnership can be expected to increase the overall measure of Indonesia's investment in development. In turn, this will have a ripple effect across international cooperation activities, and strategic contributions to global forums and frameworks in respect of SSC.

"It's because we have had challenges that makes us more relevant. We can say: 'We get what you're going through because we've been there, too'".

Diagram 1. Aspects of Indonesia's international development cooperation



Strategic position as a middle power

2014 was a year of major change in Indonesia as it embarked on a new journey under the leadership of newly elected President Joko Widodo ("Jokowi"). His predecessor, Susilo Bambang Yudhoyono left a legacy of "zero enemies and a million friends," as well as a trail of footprints demonstrating Indonesia's participation in major global forums.

During President Yudhoyono's era, Indonesia became the sole representative of Southeast Asia in the G20, an international forum for governments and central banks of the 20 largest world economies. Yudhoyono was also co-chair of the High-Level Panel of Eminent Persons (HLPEP) on Post-2015 Development Agenda alongside the UN Secretary General, President of Liberia and the Prime Minister of the UK. Meanwhile, Indonesia's Minister of National Development Planning (Bappenas) was appointed as co-chair of the Global Partnership for Effective Development Cooperation (GPEDC) along with Nigeria and The UK. While HLPEP's main task was to give advice on the development agenda for Post-2015, GPEDC was focused on providing the means for achieving the MDGs and Post-2015 development goals at the operational level. Indonesia's appointments to these forums have strategically placed it within an exclusive circle of the world's decision makers and boosted the significance of its foreign policy and international cooperation.

President Jokowi likewise, via the nine priority programs comprising his Nawacita policy, has already indicated the importance of SSTC to his administration and as an Indonesian foreign policy priority for the next five years. In his inauguration speech in October 2014 Jokowi emphasized Indonesia's status as the world's third largest democracy as well as its most populous Muslim-majority nation; as a maritime nation; and as the largest nation in Southeast Asia. He called for Indonesia to continue to carry out its free and active foreign policy and take part in establishing world peace. This further reiterates the significant position of SSTC in Indonesia's foreign policy -- as a part of its international cooperation to maintain fair, just, and mutually beneficial relations with peers and partners. As a middle power, Indonesia realizes its strategic position in the global arena -- as a neutral

player that is able to serve as a mediator as well as facilitate independent engagements with others.

1.3 Highlights of 2014

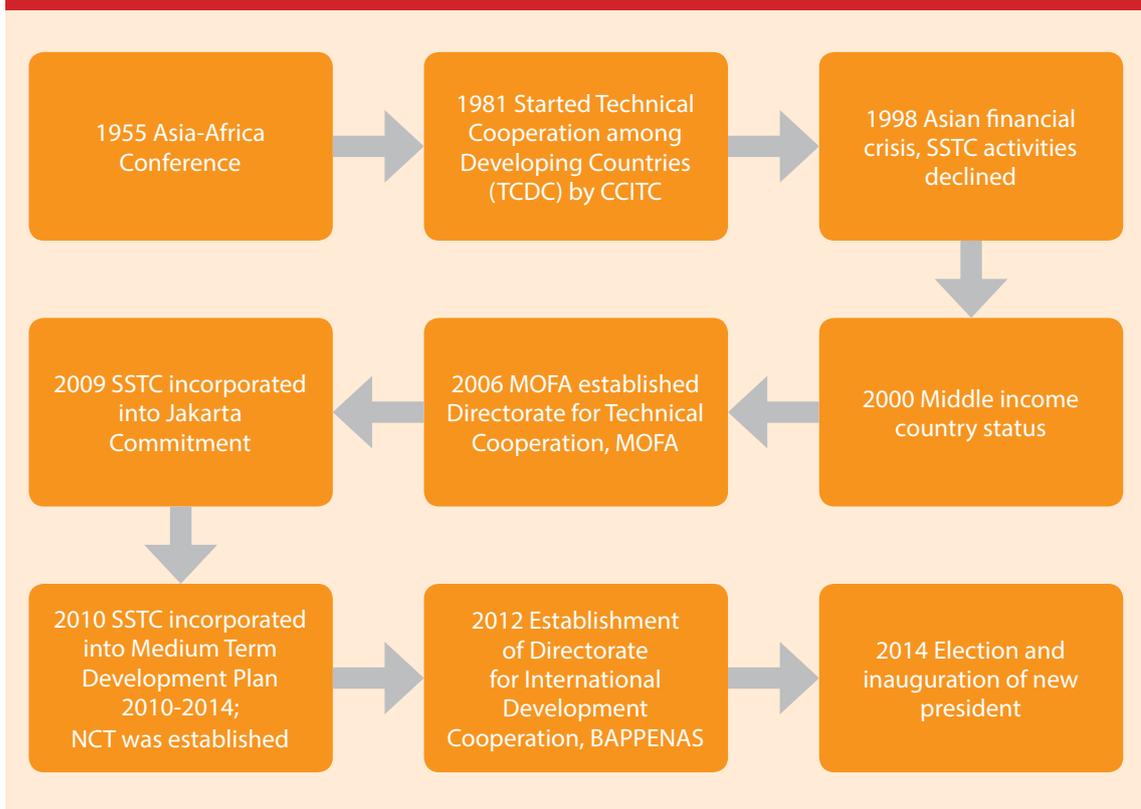
The presidential election and the commencement of the Jokowi administration were the biggest highlights of 2014. Former President Susilo Bambang Yudhoyono served the maximum two presidential terms, thus it was inevitable that Indonesia would have a new president. As President Jokowi stepped into office, all eyes were on him to see how he would approach international cooperation. In fact, from the outset his work plan showed high motivation to advance the development of Indonesia's SSTC as one of the driving forces within its foreign policy.

One of President Jokowi's first policy directives after taking office -- the Medium Term National Development Plan (RPJMN 2015-2019) served to solidify the role of SSTC in advancing Indonesia's position in the global arena. Made public in January 2015, the plan demonstrated crucial support at the highest levels for the country's on-going role in international development cooperation. As per the policy, SSC is elaborated as an alternative to development cooperation within the context of Indonesia as a lower middle-income country. Moreover, Indonesian policy calls for the country to implement triangular cooperation with more as well as less developed countries; to support other developing countries in their development; and to become a catalyst for cooperation generally.

It is to be noted that 2014 was the era in which Indonesia's SSTC truly achieved prominence vis-à-vis development partners and within international forums. This is in line with the general recognition that SSC helpfully complements traditional cooperation and provides an environment for knowledge exchange among countries of similar backgrounds.

Meanwhile, Indonesia also took advantage of its position in the GPEDC to issue a Draft Concept Note on Knowledge Sharing. The note highlights the key role of knowledge sharing in the development cooperation agenda and voiced support for SSTC as an important mechanism for seeing development goals become reality.

Diagram 2. Summary of Indonesia's path in international development cooperation



1.4 Outlook for 2015 onwards

While the predecessor framework (RPJMN 2010-2014) pointed to certain gaps as regards the country's SSTC coordinating mechanisms, the most recent formulation has a more ambitious tone, reflecting optimism within the development paradigm. The current medium term development plan aims to strengthen SSTC implementation through a one-gate policy, i.e., the allocation of all development cooperation responsibility to a single

agency. The stated reasons for such consolidation include reducing fragmentation in development efforts; strengthening capacity and extending reach; and ensuring transparency and accountability before the Indonesian public. It further explains three strategic focus areas deemed necessary for strengthening SSTC coordination: the working mechanisms of the top-level SSTC steering body, the NCT; excellence in human resources generally; and involvement of local government, the private sector, and development partners for more effective implementation of SSTC.

*Asosiasi Industri Asuransi (IGDI) Penyelenggara
Penyelenggaraan IKU Asuransi Topical
Konsultasi Medis dan Budget
Konsultansi Medis dan Asuransi Kesehatan
RUMAH KITA 2013 - 2010*

Bandung, Sabtu, 14 Desember 2013

[A man in a white shirt and red scarf is speaking into a microphone at the front of the room.]





▶ Chapter 2

Managing and Coordinating Indonesia's SSTC – An Introduction to the National Coordination Team of South-South and Triangular Cooperation (NCT of SSTC)

2.1 Transformation of Indonesia into a middle-income country

Indonesia began its role in international cooperation as a recipient of traditional cooperation assistance. Traditional cooperation is conventionally implemented between a developed and developing countries. Indonesia has seen net gains over the years as a result of the knowledge transfer entailed by such cooperation. And now, the country finds itself able to draw on its own development expertise and experience to support development in other nations.

In 2000, as per capita GDP rose to USD 2,299, Indonesia crossed the threshold into a lower middle-income status. At about the same time, it also began attracting the unwavering attention of global investors as a key emerging economy. Indonesia found itself frequently included as a stakeholder in exclusive global forums such as the G20. Naturally, countries following Indonesia's development trajectory increasingly expressed an intention to engage with Indonesia on development projects. It was at this juncture that the Indonesian government recognized a need for additional coordination between aid being provided by traditional development partners and its own SSTC-based efforts. Through A4DES, Indonesia made efforts to create a working mechanism to coordinate these incoming and outgoing aid efforts.

At the time, the portfolio of Indonesian SSTC activities tended to be fragmented across various technical line ministries. Thus, a centralized working mechanism was recognized as a desirable way to manage activities and avoid program fragmentation. With these ends in view, Indonesia established the National Coordination Team of South-South and Triangular Cooperation (NCT of SSTC).

Diagram 3. Transformation of Indonesia into a middle-income country



2.2 What is NCT?

NCT is an inter-ministerial coordination team that consists of four core ministries:

- 1) Ministry of National Development Planning / National Development Planning Agency (Bappenas)
- 2) Ministry of Foreign Affairs (MoFA)
- 3) Ministry of Finance (MoF); and
- 4) Ministry of State Secretariat (Setneg).

These four ministries were chosen as key NCT stakeholders based on the relevance and connection between their respective mandates and that of the NCT.

These mandates are as follows:

- Bappenas is responsible for national development priority and policy, development cooperation, and development funding.
- MoFA is the frontline in diplomacy and foreign policy; and the hub linking together Indonesia's global network of embassies.
- MoF is responsible for budget allocation for Indonesia's contribution to international cooperation.
- Setneg supports and facilitates foreign technical cooperation.

A two-tier coordination structure is in place within the NCT. First, there is the Steering Committee, which consists of deputy minister or director general level officials. Next there is the Technical Team,

comprising of director-level officials. Generally, the former organ provides advice and policy direction on SSTC; while the latter (which is further subdivided into three working groups), carries out SSTC coordination tasks. For support on sector-related issues, the Technical Team works closely with the related ministries and other institutions, such as NGOs and the private sector.

2.3 What does NCT do?

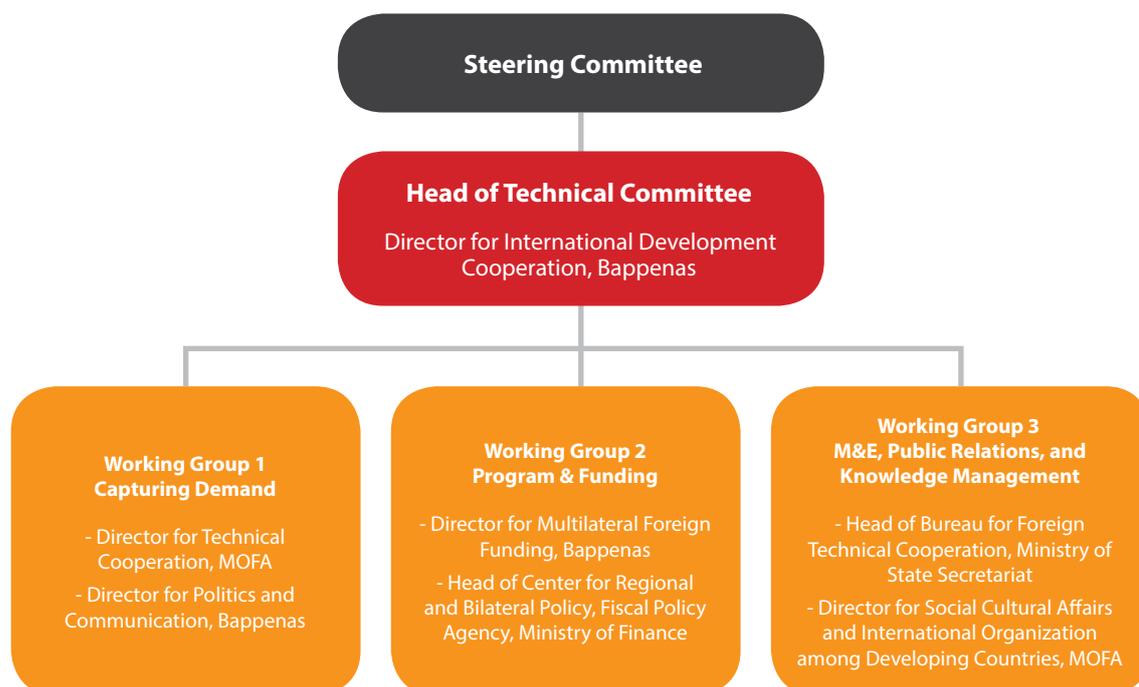
The NCT Technical Team coordinates programs put in place by the technical line ministries; it connects and formulates cooperation with development partners; and it monitors and evaluates the implementation of SSTC programs. In addition, from the point of view of the potential development cooperation partners who wish to engage with Indonesia, NCT also serves as the national point of contact.

The three NCT working groups are:

- Working Group 1 (WG1) for capturing demand
- Working Group 2 (WG2) for program and funding; and
- Working Group 3 (WG3) for monitoring and evaluation, public relation, and knowledge management.

Considering that the NCT spans four different ministries, a secretariat has been put in place to support the daily administrative tasks of the NCT's working groups. The following chart illustrates the division of tasks among the working groups.

Diagram 4. NCT's organizational structure (as of the end of 2014)



The three working groups cooperate to solve challenges related to SSTC implementation. Among other projects, they engage in joint policy research, formulation of guidelines for SSTC coordination, and study visits to other countries. As of 2014, a number of rules were in place to guide the general aspects of development cooperation (e.g., standard operating procedures or SOP). The SOP touches on working mechanisms for internal NCT coordination, program planning and funding, among other considerations. In addition, narrower and more specific policies were also in place, as required for specific purposes. Best practices for monitoring and evaluation work are an example. A standard feature of almost any type of development cooperation, the monitoring and evaluation guideline in this case was set up by the NCT Technical Team, line ministries, and SSTC implementing agencies to evaluate readiness and results of Indonesia's development cooperation activities. Five specific criteria set up by the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) were applied. Simulation activities have been conducted by Working Group 3 to help all actors involved rehearse in advance what is required of them regarding basic NCT functions, e.g., program planning and implementation).

2.4 How does NCT coordinate Indonesia's SSC activities?

A. Creating partnerships with peer countries

Between 2006 and 2014, Indonesia engaged in SSTC programming worth an estimated USD 49.8 million. The portfolio comprised of more than 700 individual programs affecting close to 4,000 training participants from Asia and the Middle East (75%), Africa (17%), Pacific (5%), and South America (3%). The following regions are among those that have been most active in partnering with Indonesia:

- Asia and Middle East: Bhutan, Cambodia, Lao PDR, Myanmar, Palestine, Sri Lanka, Timor-Leste, and Vietnam
- Africa: Ethiopia, Kenya, Madagascar, Mozambique, South Africa, and Tanzania
- Pacific Region: Fiji, Papua New Guinea, and Samoa

B. Aligning SSTC activities with national policies

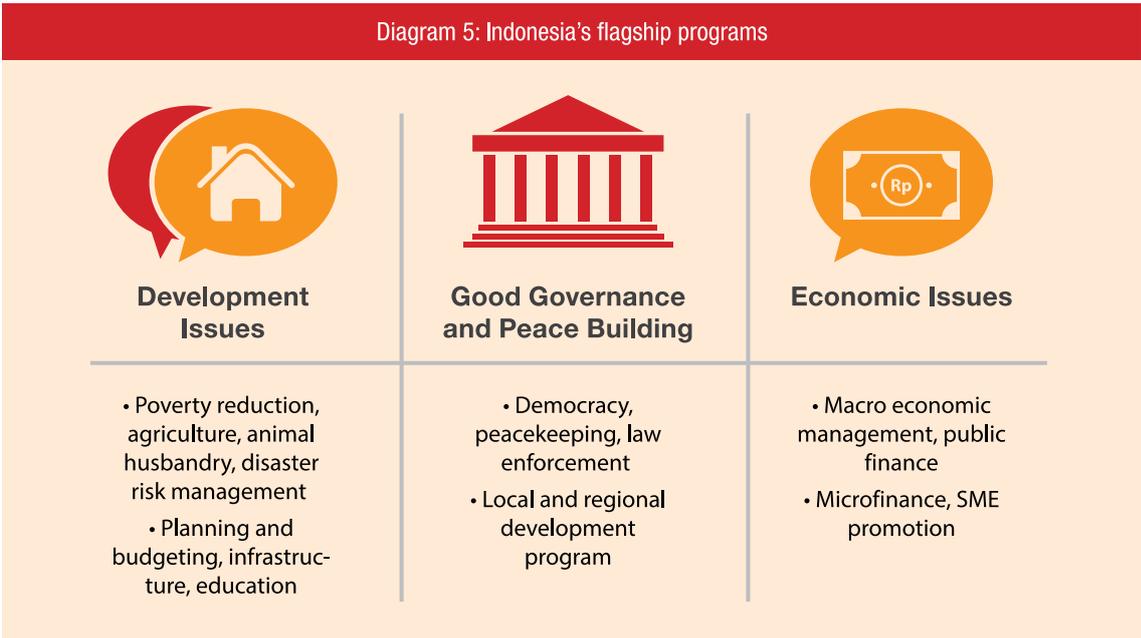
The NCT also plays a role in ensuring that Indonesia's SSTC activities are in line with Indonesian national priorities and policies. By virtue of such integration, SSTC activities are more likely to be effectively aligned with overarching policy frameworks, such as the RPJMN 2015-2019 and each year's annual government work plan.

C. Promoting knowledge hubs based on comparative advantages

Indonesia groups its SSTC activities under the three flagship programs:

- Development issues
- Good governance and peace building
- Economic issues

Each of these was earlier identified as i) a comparative advantage for Indonesia ii) an appropriate area for creation of regional or global knowledge hubs.



D. Addressing challenges and issues

While the development end user may be on the other side of the world from Indonesia, the plethora of technical implementing agencies that do the SSTC implementation work are distributed throughout Indonesia. Therefore, as demands for Indonesian knowledge sharing increase, the NCT works to reduce fragmentation and resolve SSTC implementation issues as they arise.

As needed, new working mechanisms are elaborated to help promote smooth cooperation among the NCT, the line ministries, and the other parties numbered among Indonesian SSTC stakeholders. The NCT also reaches out to connect, record, and promote SSTC activities implemented by line ministries and implementing agencies. These efforts

include informal implementation and promotion of new collaborative mechanisms, and participation in national and international forums.

E. Connecting available resources with demands for assistance

The NCT relies on the following key coordination mechanisms:

- (1) Responding to requests from partner countries by matching them with programs of Indonesia's implementing agencies
- (2) Tailoring of cooperation programs to match the needs of requesting countries via high-level commitments of the Indonesian embassies, relevant international forums, bilateral and multilateral foreign cooperation; and

- (3) Creation of tailor-made activities based on needs of requesting countries through development partners.

Proposals from requesting countries are examined for their feasibility and alignment with Indonesia's actual resources, funding and facilities. Throughout this process, the concerned line ministry and implementing agency contribute technical expertise on the proposal. Once approved, the requesting country is contacted to interactive discussions of technical and administrative considerations.

Interested parties can contact the NCT Secretariat at secretariat@ssc-indonesia.org for more information.

2.5 Coordinating Indonesia's participation in global forums

Indonesia actively participates in many global forums and has also become a host of several strategic events. Thus a crucial NCT role is managing these engagements and providing follow up support.

Indonesia takes advantage of global forums to learn from other countries as well as to share and promote what Indonesia itself is capable of. Over the years, robust two-way knowledge exchange with partners has allowed Indonesia's international development network to steadily expand to encompass new partners.

In 2014, Indonesia witnessed and participated in several important thematic, and regional forums, such as the High-Level Meeting of the GPEDC in Mexico City, April 2014 and meetings of the UN Peace Building Conference (PBC) and Peace Building Fund (PBF). Forums such as these create a direct link between Indonesia's SSTC experience and that of other countries and allow Indonesia to share lessons learned with its development partners.

The Second High-Level Meeting on Country-Led Knowledge Hubs (HLM-2) and the Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD) are two more examples of global forums in which Indonesia played a major role during the period covered by the report.



Mr. Wismana (right) Deputy Minister for Developing Funding Bappenas as a high-level panelist at HLM-2

At HLM-2, in June 2014 in South Korea, the Bappenas Deputy Minister for Development Funding participated in a high-level panel to discuss how Indonesia is preparing to share its knowledge in disaster management domestically and internationally. Meanwhile, the countries expected to participate in the Third HLM (slated for 2016),

including Indonesia, will share knowledge about the operational processes that underlie knowledge sharing, the quintessential SSC activity.

In March 2014, Indonesia hosted the ministerial level conference of the Second CEAPAD in Jakarta. Indonesia's Minister of Foreign Affairs co-chaired the conference, together with Palestine's Prime Minister

and the Japanese Minister of Foreign Affairs. Considered a success by participants and observers, the conference showcased renewed commitment to supporting the needs of Palestinian development. As an act of solidarity and cooperation, the meeting was also aligned with calls from Indonesia to support Palestinian development through the New Asian-African Strategic Partnership (NAASP). Countries have identified the needs of the Palestinian people based on capacity and strength to establish an independent and sovereign state. On the sidelines of the primary processes of the conference, the

Indonesian Chamber of Commerce (KADIN) and Islamic Development Bank (IDB) made an initiative to hold the CEAPAD Business Forum and Trade Expo, to help creative visibility for Palestinian businesses.

The ministerial level conference agreed to a Joint Statement on the following:

- Support for the contributions of East Asian countries to capacity building for Palestine based on their individual capabilities and experience; and in line with Palestine's own development plan;



The co-chairs of the Second Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD) are pictured at the opening ceremony of the conference's business trade forum (March 2014, in Jakarta)

- Support for multilateral commitment among Japan, Indonesia, and IDB to provide capacity building programs to bolster the Palestinian private sector;
- USD 210 million cumulative commitment by member countries and international organizations since CEAPAD I (Tokyo, Japan, 2013);
- Business Forum and Trade Expo as a vehicle to drive support for Indonesian initiative, delivering promotional support across five key Palestinian industrial sectors: tourism, light manufacturing, agriculture, infrastructure, and ICT.

Chapter 3

Development Cooperation through Knowledge Exchange Activities

At the end of 2014, the NCT for the first time conducted a comprehensive data collection exercise in order to capture the big picture of Indonesia's SSTC activities. A questionnaire, which was used to survey implementing agencies and line ministries, registered the participation in SSTC of several newcomer agencies, in addition to old-hand institutions that have traditionally been involved in core areas of Indonesian international cooperation, such as agriculture and health. In terms of the training curriculum that Indonesia offered, SSTC implementing agencies are able to tailor programs to suit the individual needs of participating countries while at the same time also make use of ready-made modules. The activities covered by the questionnaire, which are deemed substantially representative of the overall SSTC activities implemented in 2014, are the basis for this report.

In 2014, Indonesia extended training to around 450 individuals from primarily Asian countries, especially ASEAN; followed by countries where Indonesia has special political commitments -- such as Afghanistan and Timor-Leste; and finally Africa. As noted in Chapter 2, Indonesia's SSTC programs generally target 1) Development issues 2) Good governance and peace building or 3) Economic issues -- these being Indonesia's recognized areas of core SSTC strength which the country wants to promote. In 2014, agriculture and health sector trainings, belonging to the first grouping, were predominant. Next, with Indonesia having convincingly made a peaceful transition to democracy, it's not surprising that developing countries -- notably Myanmar -- showed interest in Indonesia's good governance and peace building trainings.

While most of the activities were conducted in the form of short-term training courses, experts were also dispatched to partner countries to support technical exchange and technology transfer projects. Having frequently been on the receiving end of such transfers, vis-à-vis its traditional development partners, Indonesia's technical experts are adept at facilitating practical, hands-on, and easy to understand knowledge exchange. In terms of funding, some of the activities were implemented through the support of development partners; however a considerable number of activities were conducted through the use of Indonesia's state budget.

Budget Disbursement

In 2014, a total of 26 SSTC activities absorbed approximately USD 1.18 million from the state budget, or approximately USD 45,000 for each project. Although this amount does not capture the entire expenditure for SSTC in 2014, it represents the total expenditure reported through the questionnaire survey by implementing agencies. In addition to the state budget, funding also came from development partners or, in case of single-country trainings, the partner countries. While there are still budget limitations for SSTC, Indonesia remains committed to maximizing international cooperation in order to support the development of its peers.

Modalities

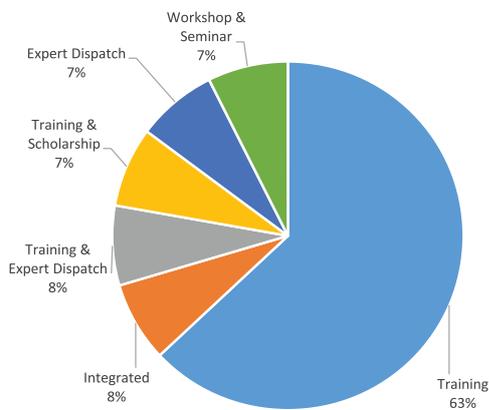
About 63% of SSTC spending in 2014 went to trainings. They were conducted by implementing agencies, whether via Indonesian training centers with specific on-site technology or knowledge to

share; ready-made training modules; additional implementing capacity for international programs; or tailor-made programs. Aside from trainings there were several dispatches of experts overseas, scholarships, and equipment transfers in 2014. Meanwhile, one initiative combined different modalities into an integrated project that included training, expert dispatch, and provision of equipment.

Number of participants

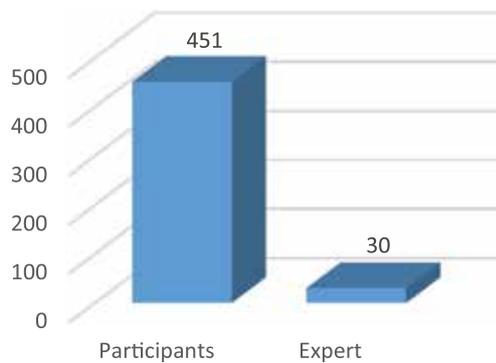
A total of 451 persons participated in Indonesia's programs in 2014, either through participation in a training course or scholarship program in Indonesia; or else through a program in the partner country led by Indonesian experts. For trainings conducted in Indonesia with multi-country participation, average class was 10-15 persons; while trainings in partner countries were able to accommodate more participants.

Diagram 6: Types of modalities used by Indonesia's SSTC



*Source: NCT Data 2014

Diagram 7: Number of SSTC participants and experts in 2014



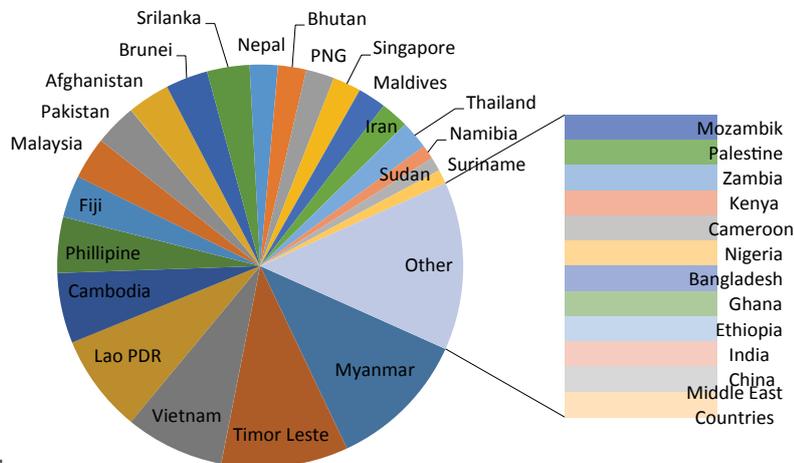
*Source: NCT Data 2014

Geographical distribution

In terms of geographical distribution of participants, ASEAN countries remain the most significant SSTC partners for Indonesia, at around 60% of the total

for 2014. Next were non-ASEAN countries from Asia and Africa. Although numerically these regions may be less significant, they are quite important for Indonesia's foreign policy.

Diagram 8: Distribution of SSTC participants in terms of geographical location in 2014

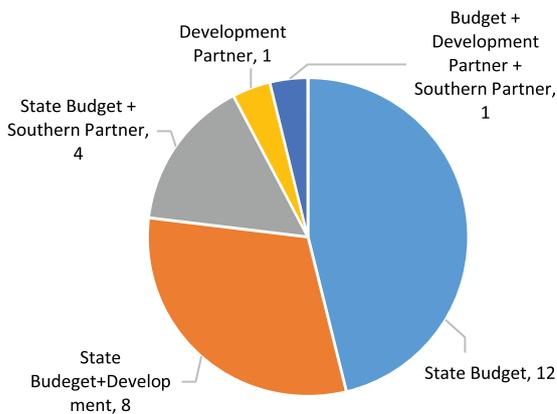


*Source: NCT Data 2014

Partnership type

Half of the SSTC activities in 2014 were implemented through partnership with development partners, or in other words, in the form of triangular cooperation. The development partners supporting Indonesian SSTC activities included bilateral and multilateral organizations, some of which are veteran SSTC players, such as UNFPA and JICA. For purposes of triangular cooperation Indonesia plays the role of a pivotal country – supporting projects being led by a development partner in a third beneficiary country. Indonesian resources provide added inputs to the projects at a similar level as that of the knowledge receiver. For its part, Indonesia benefits from such cooperation when, for example, it is able to access out-of-reach regions (e.g., Palestine, via cooperation with Islamic Development Bank) or can leverage outside resources to create greater impact (e.g. in its cooperation with UNDP in Myanmar).

Diagram 9: Types of partnerships in terms of financial and technical inputs



*Source: NCT Data 2014

Evaluation result

Each of the SSTC training activities were followed by efforts to gather reactions and observations from the training participants that were then fed back into the planning and execution processes in the interests of higher quality, more effective outreach. The feedback was also used for follow-up with the participants after the end of the program.

Questionnaire respondents rated Indonesia's SSTC activities at between good and excellent in terms of relevance, effectiveness, and efficiency. Yet one

common theme in the feedback was the notion of a language barrier, either between lecturers and participants or else among participants. This was noted, for example, in connection with both the Training on Developing Strategic Partnerships with Faith-Based Organization (FBOs) and the Moslem Leaders in Family Planning programs.

Project duration

The duration of Indonesia-based training activities ranged, on average, from one to two weeks, including time spent on sightseeing and cultural visits. There were also seminar-type activities that lasted for three days or less. These were seminars for decision makers and served as a platform for discussing and deciding on key issues of development. Meanwhile, the multi-modality, integrated project mentioned earlier was implemented over a period of several months in the partner country.

The remainder of this section details several of the SSTC activities that were conducted in 2014 across various sectors or fields. In general, these activities comprised knowledge transfer to other developing countries on the basis of a ready-made curriculum, or else custom training programs.

3.1 Development Issues

Community-based development, disaster-risk reduction and climate change, poverty reduction based on community empowerment, human development, and food and energy security

Indonesia defines sustainable development as a balanced process that takes into account economic, social, and environmental factors. Institutional strengthening is another important factor in sustainable development. As reflected in its official policy documents, Indonesia's development strategy prioritizes pro-growth, pro-poor, pro-job, and pro-environment. In 1997, the national government formulated the National Sustainable Development Strategy (Agenda 21), which presented recommendations on strategies for development through 2020. These recommendations were mainstreamed into the Long-Term National Development Plan (RPJP 2005-2025) as well as RPJMN 2004-2009 and RPJMN 2010-2014.

3.1.1 Third Country Training Program (TCTP) on Participatory Community Development Training for Afghanistan – Batch 5 (final batch) [January 11-24, 2014]

This program illustrates a triangular cooperation in which Indonesia is a resource country for a development cooperation project in Afghanistan. The program uses resources created through past cooperation results with development partners in the Sulawesi Capacity Development Project and the Kecamatan Development Project (Village Development Project). Indonesia has successfully developed these cooperation results into Indonesia's own National Program for Community Empowerment, or PNPM, and on that basis formulated a tailor-made program catering to Afghanistan's parallel needs.

The project on Strengthening Community-led Rural Development Support System, cooperation between Afghanistan Government and JICA, was to strengthen the technical and administrative capacity of human resources of the Ministry of Rural Rehabilitation and Development (MRRD) to accommodate development needs in Afghanistan's rural areas. Through this program, 15 Afghan participants studied the operations of Indonesia's Community Driven Development program and developed skills in community facilitation, including planning a community driven approach for rural development of their own, to be applied in Afghanistan. Participants focused on the strong collaboration between the community and the government, especially the active participation of women in the development of the village economy.

Voice from participant

"Impressed that there is strong collaboration between the government and the community, particularly in building irrigation, integrated health services posts, and concrete path in Arabika Village, Sinjai District. This PNPM PISEW/RISE model is ideally suited to the experience of NSP in Afghanistan." -- Mr. Ahmad Jawid from Afghanistan.

3.1.2 Training Course on Rice Post-Harvest and Innovative Processing Technology [April 20-May 3, 2014]

A training course on rice post-harvest production technology was conducted for ASEAN member countries in cooperation with the ASEAN Secretariat and the Ministry of Agriculture, Forestry, and Fisheries (MAFF) of the Government of Japan. In these countries and in ASEAN member countries in general rice is still the number one staple food. A total of 20 (twenty) participants from 9 (nine) ASEAN member countries were invited to Indonesia to study Indonesia's experience in rice post-harvest technology.

As a prominent member of ASEAN, Indonesia showed its commitment to support the development of its peers. This program helped strengthen relations among the participating countries and Indonesia by helping promote private and state rice-processing entities. Participants visited several processing facilities, becoming familiar with products and expertise that can serve as a basis for future cooperation.

3.1.3 International Training Course on Innovative Horticulture Agribusiness [May 11-24, 2014]

Agribusiness plays an important role in rural economic development and did much to help the ASEAN region pull through the financial crisis of 1997-98. This training program brought 16 participants from Cambodia, Lao PDR, Myanmar, Vietnam, and Timor-Leste together to study theory and practical tools for improving agribusiness. This program was appropriately timed in preparing these countries for the ASEAN Economic Community (AEC) 2015.

The participants are now linked for future cooperation, including with private Indonesian horticulture businesses. The participants visited several businesses to learn about production, the consumer market, and how market requirements are met by the private sector. During the training, the participants reviewed recent developments in the field and shared their experience in innovative horticulture agribusiness. They also identified issues, impediments, and opportunities in post-

harvest and innovative processing technology, while formulating action plans to address these issues in their own countries.

3.1.4 Third Country Scholarship Program and South-South Cooperation in Human Resources for Land Transportation (Vehicle Inspection Course and Transport Safety) [June 3-15, 2014]

The Human Resources Development Center for Land Transportation of the Ministry of Transportation hosted 20 participants from Lao PDR and dispatched 7 (seven) Indonesian road safety management experts to Lao PDR in 2014. The short training course leveraged Indonesia's knowledge and expertise in road safety management for the benefit of its ASEAN neighbor. Besides sharing knowledge, this activity also provided a means for Lao PDR and Indonesia to strengthen bilateral relations and cooperation in the field of transportation.

Lessons presented by Indonesia's transportation experts in this training course ranged from concepts for regulating road and vehicle safety to lessons about driver behavior, accident investigation statistics, and insurance.

3.1.5 Training on Developing Strategic Partnerships with Faith-Based Organizations (FBOs) and Muslim Leaders in Family Planning [June 9-14, 2014]

Indonesia's remarkable success in family planning over the past four decades has been globally recognized. An important factor in this achievement is the strategic partnership between the government and local religious leaders who have supported appropriate law reform and grassroots family planning. In turn, this has helped family planning programs become accepted by Indonesia's Muslims, the majority community in almost all parts of the country.

This training program was conducted to share Indonesia's experience with countries that have large or rapidly growing Muslim populations (e.g., Afghanistan, Bangladesh, Ethiopia, Ghana, Nepal, Niger, Pakistan, and the Philippines). The one-week course in Yogyakarta, for 20 (twenty) participants,

was designed to share Indonesia's experience in partnering with Muslim religious leaders (MRLs) to promote family planning. It also highlighted Islamic values and teachings that relate to family planning as a common ground for government-MRL collaboration. The exchange of knowledge was considered strategic in setting the foundation for future collaborations between MRLs and Islamic-based organizations on family planning.

Voice from participant

"I really appreciate the involvement of the ulama from different Muslim countries [in the program]. They were able to share their opinions and make comparisons with family planning practices referred to by the ulama of Indonesia" -- Mr. Mohammed S. Yaqob from the Philippines

3.1.6 Technical and Vocational Education and Training: Teacher and Instructors Workshop 2014 [September 5-26, 2014 and October 23-21, 2014]

The idea for this program was derived from the joint interests of Indonesia and Germany to share their knowledge and experiences with other countries. It was agreed in a Record of Discussions in 2012 to start a trilateral cooperation between Indonesia, Myanmar, and Germany in the field of technical vocational education, considering the increasing demand for skilled personnel and global recognition of Technical Vocational Education and Training (TVET) as a means to leverage human resources for further economic and social development. Indonesia's Ministry of Education and Culture and Ministry of Industry, Myanmar's Ministry of Science and Technology and Ministry of Industry, and German Federal Ministry for Economic Cooperation and Development, and the South-East Asian Ministers of Education Organization Regional Open Learning Center (SEAMEO-LEC) joined hands as the implementing partners for this cooperation. The program in 2014 was an extension of the successful partnership that ended in 2013.

The program was divided into two (2) parts: a training of trainers in Indonesia for 38 Myanmar teachers/

instructors by 14 Indonesian instructors, and a coaching program in Myanmar for 125 Myanmar teachers/instructors in vocational education. The coaching program was an opportunity for the 38 trained Myanmar teachers/instructors to apply the result of the knowledge exchange in Indonesia to their fellow teachers/instructors in Myanmar while accompanied by the Indonesian instructors. Meanwhile SEAMO-LEC provided e-Learning training and support in facilitating the final workshops. This program prioritized its focus in 2014 on the following sectors: hotel and tourism, air conditioning and refrigeration, electrical engineering, and machine tools. Indonesia's vocational schools in Magelang, Singosari, Denpasar, Yogyakarta, Bandung, and Pontianak were designated as the training providers for the training of trainers, while the coaching program took place at Myanmar's Pyin Oo Lwin Technological Research Department, and training centers in Mandalay and Yangon.

3.1.7 TCTP on Integrated Maternal, Neonatal, and Child Health (MNCH) Services with Mother and Child Health Handbook (MCH) in the Era of Decentralization (Phase 2) [September 14-21, 2014]

The Mother-and-Child Health Handbook was introduced in Indonesia in 1994, in Central Java Province, through cooperation with the Government of Japan. Gradually it expanded to other provinces, and had been adopted nationwide by 2005. For each child in the family (and his or her mother), the handbook contains a basic health history, from pregnancy through age five, as well as certain health information that can be essential knowledge for mothers. Due in part to this successful policy, Indonesian infant and maternal mortality rates have dropped drastically over the intervening decades, with overall health of mothers and children improving significantly as well. This success motivated Indonesia to share its knowledge and experience to help improve the situation in other countries.

Participants from Kenya, Lao PDR, Timor-Leste, and Vietnam were invited to learn about Indonesia's experience in developing the MCH Handbook, including the role of local governments hospitals and community health centers. Interestingly, Indonesian participants also took part in the training

course, an approach that was intended to facilitate perspectives from actual Indonesian practitioners. The sixteen MCH service officers and professionals who participated in the training course enhanced their own knowledge of the handbook and how it is used to bolster MCH service coverage. The non-Indonesian participants used the training to identify issues to be resolved in their own countries.

3.1.8 Training Course on Empowering Women through Social Economic and Cultural Intervention [September 21-30, 2014]

While knowledge dissemination in the field of family planning is already a global phenomenon, this course was linked to women empowerment in a particularly holistic way. The 16 (sixteen) participants came from Bhutan, Fiji, Iran, Malaysia, Maldives, Myanmar, Nepal, Pakistan, the Philippines, Sri Lanka, and Vietnam. They shared their experiences working within the traditions and cultures of their respective countries to accelerate women's empowerment through family planning.

The training course included a combination of classroom activities to discuss the philosophy, policy, strategy, and activities involved in the subject; a field visit so participants could observe and discuss benefits and challenges directly with knowledgeable Indonesian communities; and an action plan presentation guided by National Population and Family Planning Board (BKKBN) facilitators to be taken home and applied by participants in their own countries. BKKBN also extended its network among family planning practitioners while sharing the lessons the country has learned.

The knowledge shared and professional linkages established can be expected to facilitate future partnership opportunities with Indonesia, by promoting equitable, mutually beneficial international cooperation.

3.1.9 International Training on Disaster Recovery and Mitigation for Coastal Areas [October 10-19, 2014]

Fiji and Timor-Leste are constantly threatened by coastal hazards. Their governments realize the need for a close integration between national

development policies and disaster recovery and mitigation plans. This requires better capacity on the part of disaster management officials, particularly in dealing with tsunamis. The participants included disaster management personnel from Fiji (four people) and Timor-Leste (three people) who were invited to Indonesia for disaster recovery and mitigation training. The training took place at the Tsunami and Disaster Mitigation Research Center (TDMRC) at Syiah Kuala University in Banda Aceh, the city worst hit by the Indian Ocean tsunami in December 2004. (See Chapter 5)

Indonesian experts shared their expertise on disaster management with their foreign counterparts and there was discussion and knowledge sharing on the characteristics and impact of various coastal hazards; how to plan feasible disaster mitigation concepts; disaster recovery process for community resilience; and good practices for increasing community resilience based on knowledge management; geo-technical review of coastal areas; and processing of disaster risk maps for coastal areas. The program also included a site visit to Lambada Lhok Village, the Aceh Tsunami Museum, and the Disaster Science master's program at Syiah Kuala University.

Indonesia is the largest maritime nation in the world and has experienced first-hand the impacts of coastal disaster, making it an acknowledged international knowledge hub. This training course

also relied on shared learning derived from other disaster-prone countries -- such as the Philippines and Japan -- to enrich the learning experience. Participants with the appropriate basic knowledge on disaster management who come from disaster management related institutions were able to directly observe the result of Indonesia's efforts in post-disaster rehabilitation through their participation in this program. They also received assistance in coming up with action plans to be applied back home.

Voice from participant

"It was indeed a wonderful experience to learn about Aceh's recovery process, 10 years after the tsunami. The topics and field trips in particular were enlightening and engaging for us because we got to see what happened here and how we can be prepared should something similar, should it happen to us. We were also exposed to novel and innovative ideas for disaster management for small islands and coastal areas." -- Mr. Vatimosi Delailovu from Fiji



Vietnam's GOPFP officials observe BKKBN's strategies in developing family planning and population.

3.1.10 The Training Course on Population, Family Planning, and Family Development [October 26-30, 2014]

This training course was conducted through the collaboration between the National Population and Family Planning Board (BKKBN) of Indonesia and the General Office for Population Family Planning (GOPFP) of Vietnam. One of the tasks of the GOPFP is developing the strategies for family planning that will be taken under consideration by the government of Vietnam. As such, GOPFP turned to Indonesia for help in updating and upgrading its family planning knowledge and approach. A total of 9 (nine) GOPFP representatives participated in the program while also providing valuable input and feedback that is being incorporated on Indonesia side to help it improve its own practices.

The program included classroom sessions on philosophy, policy and strategy, as well as hands-on knowledge sharing regarding Indonesia's primary family planning and development programs. There were also field visits for participants to directly observe and discuss benefits and challenges of family welfare programs with community representatives and beneficiaries.

3.1.11 International Training on Bolstering Artificial Insemination as a Food Security Strategy in the Democratic Republic of Timor-Leste [October 26 – November 8, 2014]

Artificial insemination (AI) is regarded as one of the quickest and most effective breeding techniques for livestock which are, in turn, an important source of food as well as financial capital, social culture, and employment in Timor-Leste. This program targeted the managerial skills of Timorese government officials working in livestock sector and artificial insemination. Nine Timorese officials came to the Singosari National Artificial Insemination Center (SNAIC) in East Java (see Chapter 5) to learn from

Indonesia's top-most experts on AI. The ultimate goal was to increase their knowledge so that Timor-Leste can employ AI programs on a national basis to increase livestock production. Moreover, this knowledge exchange broadened networking among AI institutions and served to bolster the image of SNAIC as a highly credible resource institution in the field. The field visits and other activities of the program also served to nurture bilateral business ties in AI between the two countries.

This basic training program consisted of a combination of classroom activities; practical demonstrations of artificial insemination techniques; site visits to private livestock operations to learn about modern farm management; and elaboration of an action plan to be used to implement the learning in Timor-Leste.

3.1.12 Third Country Training Program on Rice Post-Harvest and Processing Technology for Afghanistan Batch III [September 9-22, 2014]

Rice is cultivated using traditional farming methods in Afghanistan although the country faces difficulties in fulfilling higher demand for rice and controlling problems of rice cultivation. This training course brought together agricultural researchers, extension workers, and managers under Afghanistan's Ministry of Agriculture, Irrigation, and Livestock. The 15 (fifteen) participants from Afghanistan were introduced to Indonesia's experience with post-harvest processing techniques and the link to national policy and strategic value of rice in Afghanistan. The two-week program allowed participants to observe rice production centers and post-harvest processing activities in Jakarta and West Java.

This training program was also an opportunity for Indonesia to demonstrate support for Afghan development and, generally, to strengthen bilateral ties. The site visits to private-owned post-harvest facilities also open the door to future economic collaboration between the two countries.



Afghan training participants observe a demonstration of rice harvesting technology by Indonesian agriculture experts.

3.1.13 Regional Training on Production and Processing of Cereal (Corn) [September 9-22, 2014]

Corn is one of ASEAN's staple crops, especially for Cambodia, Lao PDR, Malaysia, and Myanmar. Using primarily traditional farming methods, corn farmers from these countries have in recent years struggled with improving corn varieties, addressing micronutrient deficiencies, and controlling pests and diseases. Losses during post-harvest handling and processing were also issues the farmers were facing. For these reasons, agricultural officers, extension workers, and managers who deal with post-harvest technology for corn in these countries can benefit from knowledge and skills in this area. As such, trainings like this one afford an opportunity for quality and quantity of corn production to be raised, while fostering long-term agricultural cooperation within the region.

The 21 (twenty-one) training participants from the four invited countries visited Jakarta and South

Sulawesi, including visits to the Batangkaluku National Agricultural Training Center (NATC) and Indonesian Cereals Research Institute (ICERI). The two-week training program provided a means for participants to improve their knowledge in post-harvest technology for corn. This, in turn, will bolster yields and support policy development in the home countries.

3.1.14 Capacity Development Project on Road Maintenance of Timor-Leste with the case of National Road No. 1 through Triangular Cooperation by Timor-Leste, Indonesia, and Japan [November 2014 – March 2017]

This advanced capacity building program was an example of triangular cooperation bringing together stakeholders from Timor-Leste, Indonesia, and Japan. Road infrastructure is an essential part of Timor-Leste's socio-economic development. However, road network and maintenance have been



Training participants from Timor-Leste are pictured engaging in hand-on study of road management technology

inadequate in the country, with many major roads increasingly vulnerable to the impact of heavy rains. To tackle this issue, the Timor-Leste Directorate of Road, Bridge, and Flood Control (DRBFC) and Ministry of Public Works and Housing turned to Indonesia to improve the capacity of road engineers. Indonesia, in turn, got support from JICA.

In accordance with the Record of Discussion signed in October 2014, two Indonesian Road Expert accompanied by one Japanese expert were dispatched to Timor Leste for a baseline survey in December 2014. Following the expert dispatch, Indonesia had plans to receive six training course participants and two interns from Timor-Leste in 2015. DRBFC also planned to add participants using their budget.

3.1.15 Indonesia-sponsored Fellowships for Developing Countries

By way of background, a fellowship program was created targeting development of human resources in the aviation sector pursuant to a 2008 cooperation agreement between the Indonesian Ministry of Transportation and the International Civil Aviation Organization (ICAO). The program was centered at the Indonesian Air Transportation Human Resources Development Center, the country's official training institute for civil aviation, which operates in accordance with ICAO standards.

In 2014, Bhutan -- which as yet has no aviation training center -- sent 11 (eleven) aviation experts to

this capacity-building program. Program activities consisted of trainings for flight operation inspectors and senior AVSEC officials, as well as training on dangerous goods, ramp safety and aerodrome certification.

3.1.16 Regular Capacity Building for Agricultural Quarantine Officers

International guidelines have been formulated as standardized rules to help countries manage quarantine practices, however, not all countries are aware of them. The agriculture quarantine mechanism safeguards agriculture and natural resources against animal and plant pests while quarantine-linked quality control procedures are indispensable in the context of tourism and agricultural trade. This capacity building program, hosted by Indonesia, aimed at broadening the horizons of several countries, including 21 (twenty-one) participants from Namibia, Papua New Guinea, Sudan, Suriname, Sri Lanka, and Timor-Leste.

The participants were invited to improve the skills of their quarantine officers and exchange knowledge on international quarantine measures by reference to Indonesia's perspective and experience. The training course involved a combination of classroom sessions, laboratory practices, field trips and discussions. Action plans for setting up laboratory techniques and quarantine treatments were one of the outcomes.

3.2 Good Governance and Peace Building

Democracy, law enforcement, and peacekeeping

Indonesia is the third largest democracy and home to the world's most populous Muslim-majority nation. For Indonesia, good governance is the basis for achieving national development targets. Consistent good governance is also expected to increase Indonesia's competitiveness internationally, while the country aims to play a bigger and bigger role in maintaining regional and global peace and stability.

3.2.1 Peace through Development in Disadvantaged Areas (PTTDA) Project – Strengthening Women's Leadership and Participation in Social Cohesion and Peace Building Initiatives through South-South and Triangular Cooperation between Indonesia and Myanmar (WLP-SSTC) [February 2014]

In 2013, UNDP facilitated a discussion between the Government of Myanmar and the Government of the Republic of Indonesia on conflict resolution where both countries were seen confronting similar threats to development. Some of the challenges involved gender-biased violence, destruction of public facilities and property, and displacement of thousands of people. Myanmar has been facing challenges in social cohesion while Indonesia has seen a notable decline in the frequency and intensity of conflicts. This SSTC initiative afforded an opportunity for Indonesian officials to convey shared experience on how to foster social cohesion with their Myanmar counterparts. Indonesia highlighted relevant social conflicts policy and planning processes including the importance of a participatory approach.

As a result of this meeting, Myanmar officials expressed an interest in visiting Indonesia to learn first-hand from the country's experiences in handling conflicts. A framework for the cooperation had been laid a year earlier in the form of a memorandum of understanding on creating a capacity building

partnership to promote and develop capacity and partnership on the basis of shared values and mutual benefits. The cooperation was to cover areas such as democracy, peace building, good governance, and social and economic development.

During the visit that took place in February 2014, Myanmar officials from the Ministry of Border Affairs learned from their Indonesian counterparts about the roles of women and Civil Society Organizations (CSOs), the different types of CSOs, and the part played by the government in the development process. The cooperation also included a visit to Ambon, Maluku Province to study the role of local government in peace facilitation.

3.2.2 Indonesia-Africa and the Middle East Technical Cooperation Program on Good Governance [May 18-24, 2014]

A total of 24 participants from twelve countries in Africa and the Middle East visited Indonesia to broaden their knowledge and understanding of good governance practices implemented by Indonesia. The participants -- from Egypt, Gambia, Indonesia, Iraq, Liberia, Libya, Madagascar, Mozambique, Palestine, Sudan, Tunisia, and Yemen -- had an opportunity to share their own experiences and this broad interchange of ideas was deemed helpful for the participants as a step toward the design of pro-peace solutions to be applied in their respective home countries

By way of background, the Indonesian and United States governments signed an MOU on SSTC in February 2014 and this program was the first activity conducted under the agreement. It was coordinated directly by Indonesia's Directorate for Technical Cooperation, Ministry of Foreign Affairs-- in cooperation with USAID. It was rooted in the notion of mutual benefit accruing to nations that share their experiences in centering good governance at the heart of sustainable development, a subject that has considerable currency within the international community at the moment. The program emphasized issues and challenges such as bureaucratic reform, deepening accountability, restoring legal order, eradicating corruption, and local service delivery.

3.2.3 Human Rights Capacity Building for Timor-Leste [May 2014]

The National Commission on Human Rights of the Republic of Indonesia (KOMNAS HAM RI) and the Provedoria for Human Rights and Justice of Timor-Leste (PDHJ) are members of the South East Asia National Human Rights Institutions Forum (SEANF) and the Asia Pacific Forum for National Human Rights Institutions (APF). As members of these forums, KOMNAS HAM RI and PDHJ conducted a visit to each other's institutions and thereby decided to initiate further cooperation. These visits identified the need to strengthen the function of each institution in the field of monitoring and mediation of human rights violations.

The details of this cooperation, which targeted capacity building for Timor-Leste human rights officials, were elaborated in an MOU signed in 2013. The 2014 program was thus first activity

implemented under the agreement. It featured mediation programs that were tailor-made to suit PDHJ's needs and PDHJ dispatched 9 (nine) officials to Indonesia to participate. The exchange also included an internship experience for participants at KOMNAS HAM RI. Upon return to Timor-Leste the officials were to share with their peers the knowledge gained and identify appropriate next steps.

3.2.4 Workshop on Best Practices for Public Administration and Good Governance for Colombo Plan Countries [October 27-31, 2014]

Indonesia has been an active member of the Colombo Plan since 1953 and continues to make important contributions to human development in the Colombo Plan countries. This three-day workshop was part of the commitments Indonesia conveyed at the 43rd Colombo Plan Consultative



PDHJ and KOMNAS HAM RI officials exchange knowledge on monitoring and mediation of human rights violations

Committee Meeting in 2012. It involved interactive discussions of experiences and best practices between eight Indonesian officials tasked with governance, anti-corruption and bureaucracy reform, and eleven counterparts from Afghanistan, Bangladesh, Bhutan, Fiji, Iran, Lao PDR, Mongolia, Nepal, Pakistan, and Sri Lanka. The workshop's aim was to strengthen good governance and public administration policy in Colombo Plan countries while also affirming Indonesia's stance within the Colombo Plan.

The participants shared knowledge and experiences on efforts to achieve sustainable development by strengthening small and medium enterprises and through improved local service delivery as a support for good governance. A site visit to Bandung, West Java afforded an example of a city that has succeeded in improving its public services.

3.2.5 AIPR Seminar on Types of Conflicts and Management [November 17-18, 2014]

Held on a rotation basis among ASEAN member countries, the 2014 iteration of the seminar brought together executives from the ASEAN Governing Council and Advisory Board to discuss their conflict resolution roles in the ASEAN Institute for Peace and Reconciliation (AIPR). AIPR was established to serve as the leading ASEAN institute for research on peace, conflict management, and conflict resolution. The seminar also involved the executive members in peace, conflict management, and reconciliation in capacity building activities with the aim of increasing AIPR capacity.

A total of 26 (twenty six) AIPR executives attended the seminar, coming from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam. Facilitators included two experts from Indonesia and one expert each from Cambodia and the Netherlands. The participants also paid a visit to the Institute for Peace and Democracy at Udayana University in Bali.

3.3 Economic Issues

Macro-economic management, public finance, and micro finance

Having successfully transitioned through the economic crisis period of the late 90's, Indonesia is confident in its ability to helpfully share its experiences in macro-economic management, public finance, and micro finance. Indonesia's annual work plan for 2014 states aims such as strengthening the national economy; improving the public welfare through development of human resources; tackling poverty; and mitigating natural disasters. Connectivity of roads and service points as a support for trade and industry ahead of the 2015 entry into force of the ASEAN Economic Community are another important plank of the platform.

3.3.1 Capacity Building in Agro and Textile Sectors for Lao PDR [November 10-21, 2014] and Mozambique [June 1-12, 2014]

This program is part of a series of SSTC activities in agro and textile sectors implemented by Indonesia's Ministry of Industry. Industry is a strategic sector that contributes to Indonesia's position in the global arena as a country that provides assistance in Asia and Africa. Meanwhile, Lao PDR and Mozambique are considered strategic targets for industrial cooperation. Mozambique, a developing country in the African sub-Sahara, is a new potential market for Indonesian products as well as a major cotton producer. Lao PDR was selected based on the result of a visit by Indonesia's former president, Susilo Bambang Yudhoyono.

More than 40 people participated in the program pursuant to two schemes: An Indonesian expert was dispatched to Mozambique to reach out to technical personnel there; and a training program for Laos counterparts was set up in Indonesia. Both schemes provided the grounds for knowledge exchange on agro and textile product processing. Coconut, cassava, pineapple, and tapioca products were among those given consideration, while for textiles the focus was on batik and garments. Meanwhile, Indonesian SMEs were introduced to program participants to promote their products and potential as industrial partners.

The program in Mozambique was well received by the Mozambique government with parts of it also televised.

3.3.2 Expert Dispatch: International Training on Micro Finance for Myanmar [August 31 – September 6, 2014]

Microfinance is a frequent priority of governments in developing nations. This program was specially designed based on a request from Myanmar. To reach a wider number of participants, two Indonesian microfinance experts were dispatched to Myanmar to share knowledge regarding Indonesia's experiences. Indonesia's well-developed microfinance programs are increasingly visible as a means to improve the people's living standards,

foster development of micro enterprises, and help the working poor invest in themselves. Indonesia received the Microcredit Summit Campaign award in 2012 for outstanding performance in microcredit program by Bank Rakyat Indonesia (BRI), one of Indonesia's largest national banks.

A total of 27 people from Myanmar participated in this short training program, which provided an overview of microfinance; showed how different types of lending arrangements are used for poverty alleviation; and provided an introduction to how a developing country can support the development of domestic micro finance enterprises. BRI, as a large high-visibility and successful microfinance institution, shared its experience in developing programs, including examples of how its microcredit system works, how products should be marketed, and how to set up proper internal controls.



An Indonesian expert on microfinance addresses a group of officials in Myanmar as a resource person to support Myanmar's economic development.

3.3.3 Establishment of Krupuk Center in Fiji [December 8-18, 2014]

Fiji is one of the most developed countries in the Pacific. It is considered a gateway to the Pacific and plays an important role as a hub for economic development in the region. To reach a new stage

of development, Fiji needs to improve its business management capabilities, knowledge management, and technology, particularly in the marine and fisheries sector, an important economic mainstay for the country. Building on written agreements and previous exchanges with Indonesia, assistance setting up shrimp cracker (krupuk) processing in Fiji will help Fiji properly exploit its fisheries resources

while providing jobs and human knowhow as regards to simple machine operation and processing of fisheries products. There was also a special focus on organization of livelihoods for women in Fiji's coastal communities.

This program was unique in that it integrated all three of the primary cooperation modalities previously mentioned— expert dispatch, technical training, and provision of equipment. To support the knowledge exchange activities on behalf of the trainees, Indonesia's Ministry of Marine Affairs and Fisheries made a transfer of three sets of cracker processing equipment to the Nasau Youth Training Center in Sigatoka, Fiji. Meanwhile, an expert from the ministry was also dispatched to help set up the equipment and capacitate the Fijian people who would be operating it. Two other experts were dispatched from Indonesia to Fiji as lecturers of the training course and mentoring program to share their knowledge on fisheries product processing and fisheries product development.

The training was practical and participatory and anticipated culture and language differences so as to help maximize learning. The knowledge exchange was seen to add value to Fiji's current technological resources for processing fisheries products, while also providing important human advantages in Fiji's coastal community, especially for women. The program reflected Indonesia's commitment to the development in the Pacific and will, it is hoped, lead to future investment opportunities between the two countries as well as more technical cooperation that take advantage of Indonesia's expertise.

3.4 Others

3.4.1 Third Country Training Program on Production of Documentary Programs for TV (Third Phase) [August 31 – September 27, 2014]

This training course was initiated in 1998 to share the results of cooperation between Indonesia and Japan in broadcasting production technology. Already in its third phase, the training course in 2014 continued to provide knowledge exchange on TV documentary program production through

the appropriate handling of basic and advanced broadcasting equipment. Indonesia invited twelve people from Bhutan, Cambodia, Lao PDR, Timor-Leste, and Zambia and two more from Indonesia to participate.

Multi Media Training Center (MMTC), the implementing agency for this training course, has found that technical capacity for documentary production and availability of broadcasting equipment vary considerably from country to country. As such, MMTC – which is self-reliant in terms of production equipment and expertise—made the focus of the training documentaries that can be produced using almost any type of equipment or technology.

This ongoing program— which has garnered considerable positive feedback from participants — is expected to expand and continue in 2015. Meanwhile, MMTC is keen to observe the impact this type of knowledge exchange will have on each participating country. The result of the courses in 2014 and 2015 will serve essentially as a pilot, to help MMTC fine tune its overall training approach in preparation for offering additional similar courses or more advanced ones, as well as accomplishing knowledge transfer via dispatch of experts.

3.4.2 Exchange visits and expert dispatch

Beside trainings, seminars, and workshops, Indonesia also receives exchange visits from other developing countries and dispatches its own experts around the world to share valuable knowledge rooted in Indonesia's expertise in various fields and economic sectors. As an example, in 2014 the governments of Fiji and Morocco sent their government representatives to Indonesia to exchange knowledge and plan future cooperation opportunities, while Timor-Leste received Indonesian experts on certain local projects.

As the second largest country after Papua New Guinea among Pacific Islands Countries (PICs), Fiji is recognized as a leader in the South Pacific region. Fiji plays an important role as a hub for other PICs and has started to support other countries in the region through SSC. In August 2014, a delegation led by Fiji's Permanent Secretary for Public Service Commission, made a visit to Indonesia to study

the benefits and challenges of implementing SSTC training services on a triangular model. The visit was intended to support the implementation of the Strengthening for Implementation Capability of South-South Cooperation (SSCP) project, a newly launched initiative involving the government of Fiji and JICA. As Fiji plans to implement short-term regional training courses, Indonesia was decided on as the most appropriate country to learn about training coordination and SSC generally.

Meanwhile, in November 2014, Bappenas welcomed delegates from the Moroccan Ministry of General Affairs and Governance, who visited Indonesia in connection with the establishment of a new constitution in that country, and in order to learn how Indonesia manages and coordinates economic and political reform. Indonesia was chosen because its level of economic development is considered similar to Morocco. Bappenas contributed directly to a discussion on how coordination, harmonization, cohesion, and synergy can be ensured between

government sectors and ministries. Going forward, the consultative process was to culminate in the Harmonization and Evaluation of Public Policies project, involving Morocco and the UNDP.

Besides hosting training activities and receiving exchange visits, Indonesia regularly dispatches experts to assist with projects or seminars in other developing countries. These experts become resource persons for sharing Indonesia's technical experiences and knowledge in support of specific projects in the beneficiary country. In this case, Timor-Leste's Irrigation and Rice Cultivation Project Phase II, based in Manatuto District, requested the support of Indonesian agriculture experts. Subsequently, three were dispatched to Timor-Leste to assist. Indonesia and Timor-Leste's common background, history, and geographical conditions are believed to create ideal conditions for effective knowledge sharing.

Chapter 4

Indonesian Implementing Agencies Providing Knowledge Exchange for SSTC in 2014

To implement its SSTC activities, the Government of Indonesia plans and conducts programs in conjunction with line ministries and technical institutions, many of which were developed through cooperation with international development partners such as FAO, JICA, and the World Bank. These partnerships grew into the implementing agencies that now provide knowledge exchange in various sectors to other countries.

The following examples of such implementing agencies, among them many high-capacity institutions in Indonesia, are responsible for preparing the technical components of an SSTC program, planning and managing budgets, overseeing and monitoring day-to-day activities, engaging with participants, and evaluating and reporting results as well as developing the knowledge base. (See Annex 3 for a distribution map of these implementing agencies.)

4.1 Agriculture, Food Security, and Social Welfare

Indonesia is rich in agricultural natural resources; approximately 40% of the population participates in the agriculture sector. Agriculture plays an important role in the country's social and economic development as much of the population relies on agriculture for their livelihood. Agriculture has also developed into a major domestic industry through innovative agricultural product-processing

technologies and management. Indonesia achieved food self-sufficiency in the 1980s and became a major exporter of fishery products in the 1990s.

As a maritime nation, Indonesia has an abundance of fisheries resources, both inland and offshore, freshwater and aquaculture. The government strategy for marine and fisheries sector during 2010-2014 was to realize four development paradigms: pro-poor, pro-job, pro-growth, and pro-environment. To achieve this, the Ministry of Marine Affairs and Fisheries (MMAF) established policies and improved management systems in order to support innovative fisheries production technologies backed up by research and development.

a. Agency for Agricultural Extension Human Resources Development (AAEHRD)

The Agency for Agricultural Extension Human Resources Development (AAEHRD) is a high-level training institution under the Ministry of Agriculture that operates four training centers to provide education and training in agriculture sector to national as well as international participants. The curriculum is based on Indonesian experiences in agriculture and horticulture through methods incorporated into the Participatory Training in Agricultural Extension Methodology (MP3). AAEHRD works together with other agriculture-related institutions such as the Directorate General of Horticulture, Ministry of Agriculture to conduct these programs. (www.bppsdmp.pertanian.go.id)



Training participants at AAEHRD.

b. Singosari National Artificial Insemination Center (SNAIC)

SNAIC is a technical institution, under the Ministry of Agriculture, that produces, distributes, and monitors high-quality frozen semen and develops artificial insemination technology for livestock. SNAIC conforms to the National Standard (SNI) 01-4869, 1:2008 in producing frozen semen. It also carries ISO-17025 accreditation for competence in

laboratory testing and calibration and the ability to guarantee the quality of frozen semen. SNAIC and its expert resources were developed through a series of technical cooperation programs with the Government of Japan. The experts have further developed their knowledge and methods into a form more applicable to Indonesia and readily transferable to other developing countries. (www.bbibsingosari.com)



Singosari National Artificial Insemination Center

c. Agency for Development of Marine and Fisheries Human Resources, Ministry of Marine Affairs and Fisheries (BPSDM-KP)

The Agency for Development of Marine and Fisheries Human Resources (BPSDM-KP) conducts training programs through coordination with other technical units of the MMAF, such as fisheries research institutes and development centers. Research institutes under the ministry include: the Research Institute for Freshwater Aquaculture (RIFA) in Bogor, West Java; the Research Institute for Coastal Aquaculture (RICA) in Maros, South Sulawesi; the Research Institute for Mariculture (RIM) in Gondol, Bali; and the Research Center for Maritime Territories and Non-Living Resources (RCMTR). Notable centers for fisheries development are the Center for Freshwater Aquaculture Development (MCFAD) in Sukabumi, West Java; the Center for Brackish Water Aquaculture Development (MCBAD) in Jepara, Central Java; and the National Center for Fish Quality Control (NCQC) in Jakarta. (www.bpsdmkp.kkp.go.id)

d. Center for Economic and Social Studies (CESS)

The Center for Economic and Social Studies (CESS) is a non-government organization with experience in direct application of knowledge and coordination of resources for community development. It has links to central and local government institutions relevant to community development and has the capacity to mobilize government and private-sector high- and technical-level human resources for programs to facilitate knowledge exchange. CESS has managed SSTC activities for African, Asian, and Middle Eastern countries since the turn of the millennium.

4.2 Disaster Risk Management

Situated within the Pacific Ring of Fire, Indonesia is prone to natural disasters. A long history of major disasters has contributed to extensive experience in disaster management and mitigation. Indonesians have learned to be pro-active and to take initiative in preparing for disaster and dealing with the aftermath. Indonesia's many disaster-management institutions possess strong technical and analytical

skills.

a. National Agency for Disaster Management (BNPB)

The National Agency for Disaster Management (BNPB) is responsible for the integrated coordination of disaster management in Indonesia, a role formerly played by the National Agency for Coordination of Disaster Management (Bakornas PB). To meet these responsibilities, distribution of responsibilities, and quick response, BNPB established the Regional Disaster Management Agency (BPBD) branches in disaster-prone areas. Currently, BNPB is being developed into a disaster-management knowledge hub for Indonesia, the region, and globally -- through knowledge sharing activities aimed at developing innovative and effective disaster-management solutions. (www.bnpb.go.id)

b. Tsunami Disaster and Mitigation Research Center (TDMRC)

After the devastating earthquake and tsunami in Aceh on 24 December 2004, the Syiah Kuala University (UNSYIAH) in Banda Aceh immediately implemented post-disaster rehabilitation and reconstruction efforts. The UNSYIAH for Aceh Reconstruction (UAR) was established to facilitate the government in preparing blue prints for post-disaster rehabilitation and reconstruction. UNSYIAH also established the Tsunami Research Center and the Mitigation Center. These institutions were merged in 2006 and became the Tsunami Disaster and Mitigation Research Center (TDMRC).

TDMRC is influential in promoting and disseminating research on disaster risk reduction in Indonesia and other disaster-prone areas in Asia. The mission is to protect communities through effective research based on disaster risk management. The Government of Indonesia appointed TDMRC as a focal point for SSTC on disaster mitigation in 2011. Since then, TDMRC has conducted a significant number of strategic research efforts and has hosted notable international and national disaster-management conferences, seminars, and training programs. TDMRC promotes research to increase community resilience through user-oriented community disaster management using an interdisciplinary approach.

Training programs and seminars have included

topics such as tsunami awareness, flood-disaster management, earthquake and tsunami science, disaster preparedness for religious leaders, early warning system and drills, natural-hazard and natural-risk mapping, post-disaster trauma

rehabilitation, school disaster preparedness, community-based disaster risk management (DRM), and the roles of indigenous leaders in strengthening resilience of coastal and island communities. (www.tdmrc.unsyiah.ac.id)



TDMRC Building

4.3 Democratization and Good Governance

Indonesia ranks among the most diverse countries in the world, home to more than 300 ethnic groups professing a variety of religions. The nation has seen turbulent times, such as the 1998 financial crisis, but the popular commitment to unity has maintained national integrity. After 1998, the adoption of new approaches in governmental reform helped the nation to realize the transition from authoritarianism to full democracy.

a. National Commission on Human Rights (KOMNAS HAM RI)

The National Commission on Human Rights (KOMNAS HAM RI) is an example of an institution established during Indonesia's transition period to support its reform process. The principal function of this institution is to protect and promote human rights. In 2000, KOMNAS HAM RI received an 'A'

accreditation from the International Coordinating Committee of National Human Rights Institutions (ICC). This accreditation secured KOMNAS HAM RI access to United Nations human-rights bodies and oversight responsibility for the Asia Pacific region human-rights court located in Indonesia. (www.komnasham.go.id)

b. Institute for Peace and Democracy (IPD)

IPD has a mandate to create peace and democracy in practice. It carries out its mandate through programs and activities that share Indonesia's lessons and experiences, build developing skills, design and consolidate democracy and peace initiatives, make democracy deliver, or set up institutional development and support system. IPD is also a venue of the annual Bali Democracy Forum (BDF), an inclusive and open intergovernmental forum that aims at fostering dialogue-based regional and international cooperation in the field of peace and democracy. (www.ipd.or.id)

4.4 Trade and Industry

Indonesia continues to diversify products and to develop policies in trade and industry to strengthen economic development and to support the growth of small- and medium-scale enterprises. The government believes that the development of trade cooperation among developing countries could enhance economic development of the global south. Supported by strong technical institutions, Indonesia has been sharing its experience in trade and industry sectors with other developing countries.

a. Bank Rakyat Indonesia (BRI)

Bank Rakyat Indonesia (BRI) was established in 1885. Now a commercial bank with 51% of shares owned by the Indonesian government, BRI manages more than 30 million micro-finance clients. The World Bank, Asian Development Bank, and other micro-finance observers recognize the BRI Commercial Micro-finance Program as the most sustainable of such program in the world. The BRI Micro-finance International Cooperation offers micro-finance-related study visits, training, technical assistance, and consultancy using the extensive experience of BRI in this field. (www.bri.co.id)

b. Ministry of Industry

The Ministry of Industry implements SSC activities in more than 60 developing countries. The ministry draws on eleven technical units conducting research and developing industrial technology for SSC activities. The ministry recently signed a cooperation agreement with the United Nations Industrial Development Organization (UNIDO) to establish the Secretariat of South-South Industrial Cooperation to coordinate and facilitate these technical units in handling south-south and industrial cooperation. There are three South-South industrial cooperation secretariats under UNIDO: India, focusing on ICT; China, focusing on hydro-power; and Indonesia, focusing on agro-based industry. (www.kemiperin.go.id)

4.5 Infrastructure

Quality infrastructure is essential for national development, including developing the capacity of human resources and knowledge-base institutions.

Basic infrastructure such as roads, bridges, low-cost housing, and water supplies are accorded a high priority in Indonesia's infrastructure development. Indonesia has been praised for infrastructure development, and has collaborated with other developing countries, such as Algeria, in building their own infrastructure. Indonesian experts acquired knowledge through extensive exchange in technical-cooperation projects and in research with development partners.

a. Education and Training Center, Ministry of Public Works and Housing (MPWH)

MPWH's Education and Training Center (PUSDIKLAT-PU) was established in 1975, tasked with developing and implementing technical training in the public-works sector, such as road management and housing. At first, PUSDIKLAT-PU focused on technical, management and leadership training programs for capacity building of MPWH officials and experts. In 2010, the center initiated a customized technical training program in road and bridges under a triangular cooperation project with Timor-Leste and Japan. This project was completed in 2012, and was continued in 2014 as a new project that focused on practical-knowledge application. (See Chapter 4) Lecturers at PUSDIKLAT-PU primarily comprise of former MPWH officials with extensive experience in public-works sector and international cooperation. (www.pusdiklat.pu.go.id)

4.6 Human Development (Health, Education, Population, Gender)

Indonesia's large population of approximately 230 million poses great concern for human development. The success of its family planning program initiated in the 1970s, has gained Indonesia global recognition for its capacity to improve women's education and increasing awareness of family planning. Indonesia has received several awards related to family planning from the United Nations and the Asian Institute Management for success in population management, and has motivated knowledge-transfer activities to other developing countries.

a. National Family Planning Agency (BKKBN)

The National Family Planning Agency (BKKBN) is one of Indonesia's most respected health-sector institutions. BKKBN was established in 1970 to formulate national policy and planning for population management, and to coordinate the implementation of family planning programs. BKKBN began to provide international training in 1987 through the International Training Program (ITP). BKKBN focuses on providing primary courses in family planning and reproductive health while integrating knowledge among societal stakeholders such as religious leaders or organizations. (www.bkkbn.go.id)

b. Directorate General of Nutrition and Maternal-Child Health, Ministry of Health

The Ministry of Health cooperates with BKKBN in family planning through the Mother and Child Health (MCH) Handbook introduced in 1994. The MCH Handbook records the health of an expecting mother, and of her child until the age of five. The

health record assists in the health management of both mother and child, and reduces mortality rates. Having had success with the program, the ministry has begun to share its learning in respect of this highly successful program with other developing countries, such as Afghanistan, Lao PDR, and Palestine. (www.gizkia.depkes.go.id)

c. Ministry of Transportation

The Human Resources Development Center for Transportation of the Ministry of Transportation manages education and training in air and land transportation sectors. The vision is to create capable transportation professionals and maintain a zero-accident rate. The center formulates the policies, planning, and programs for human resources development, and monitors, evaluates, and reports the results. Besides conducting education and training programs for Indonesia's transportation professionals, the center also provided fellowships and short training courses for other developing countries such as Bhutan, Lao PDR, and Timor-Leste in 2014. (www.bpsdm.dephub.go.id)

Chapter 5

Partners in Development

5.1 Development partners (traditional donors)

Indonesia has cooperated with many traditional partners in national development. The results of these cooperative programs have been further refined with hands-on knowledge and technology and made applicable to other developing countries with similar conditions and knowledge bases as Indonesia. The partnerships provide a platform for triangular cooperation that links Indonesia with other developing countries and positions its development successes as lessons learned that it can also share.

5.1.1 Multilateral partners

Several multilateral organizations, or a group of several nations working on issues relating to other nations, have also shown interest in SSTC. These include the World Bank, Islamic Development Bank, and United Nations Development Program. These partners have also impacted Indonesia's national development and have mainstreamed SSTC into their activities.

World Bank (WB)

South-South Knowledge Exchange (SSKE) is a method of transferring, replicating, and up-scaling evidence-based solutions created by the World Bank. To support the increasing demand for knowledge exchange between nationals of differing developmental levels, SSKE has been mainstreamed into the Bank's operations through various activities. Implementation of these activities uses the Art of Knowledge Exchange method to design effective programs. Indonesia is categorized as a provider country in SSKE and the Bank is currently supporting Indonesia's National Disaster Management Agency (BNPB) to establish a knowledge hub for disaster management in Indonesia, regionally, and globally. For this, the Bank introduces methodologies, techniques, and tools

that BNPB considers appropriate for knowledge sharing, internally as well as externally. BNPB is also facilitated with networking and learning platforms with similar organizations in other countries, such as the Vietnam Development Information Center, on managing long-distance knowledge sharing. A prototype of cloud-based web and mobile-application knowledge-management system is also being developed that will help disaster-management stakeholders to communicate, share, and learn from each other regardless of location.

Islamic Development Bank (IDB)

The SSTC framework used by the IDB is called Reverse Linkage, a mechanism for the transfer of knowledge, expertise, and technology among developing countries. IDB member countries address specific development constraints in mutually beneficial, result-oriented, and program-based management, while IDB plays the role of connector and catalyst by matching specific needs of a member country with the available resources of another country, and providing them with implementation support. In 2014, IDB and Indonesia initiated the formulation of SSTC projects for Kazakhstan and Kyrgyz Republic in the field of artificial insemination, taking advantage of Indonesia's SNAIC as the leading AI research and training institution. A new plan was formulated by IDB and Indonesia to map Indonesia's centers of excellence for SSTC as reference for partners interested in Indonesia's SSTC. In 2014, IDB also facilitated an exchange visit between Indonesia and Senegal in flood management. Experts from Indonesia's TDMRC were dispatched to Senegal in March 2014 to analyze the situation in Senegal and formulate a three-year cooperation program. In December 2014, a delegation from Senegal visited Banda Aceh and Jakarta of Indonesia to observe Indonesia's experiences and institutions that manage flood disaster as well as to further validate the needs and components of the Reverse Linkage Program between Indonesia and Senegal to be facilitated by IDB.

United Nations Development Program (UNDP)

In 2012, UNDP and Indonesia signed a Partnership Framework Agreement (PFA), with two of four objectives aimed at strengthening the roles and involvement of UNDP and Indonesia in international development cooperation to support other developing countries. Following the PFA, UNDP initiated the Strengthening Innovative Partnership for Development Cooperation (SIP-DC) project to support Indonesian policy on development cooperation. This project will pioneer innovative partnerships in line with Indonesia's SSTC. In the new UNDP Strategic Plan 2014-2017, SSTC is mentioned as a core methodology in programs and operations at the global, regional, and national levels, as complementary to traditional ways of partnership modalities.

5.1.2 Bilateral partners

Bilateral partners are countries with whom Indonesia cooperates. Northern partners from developed countries that have supported national development are better known as traditional donors, while Southern partners are developing countries that have received support from Indonesia.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany:

Germany has been facilitating Indonesia's SSTC engagements with Myanmar and Timor-Leste since 2013. Through the German government, the Third Global Dialogue of Agencies and Ministries for International Cooperation and Development was held in Jakarta in 2013 to discuss potential SSTC activities.

Twenty-six participants from eleven countries - including China, India, Mexico, South Africa, and UNDP - attended the meeting. Germany and Indonesia's South-South and Triangular Cooperation and Networks for Global Governance (SSTC NGG) engagement dates back to 2008. A triangular cooperation that brings together Indonesia, Myanmar, and Germany under the Technical and Vocational Training (TVET) program - through GIZ - has been successfully implemented. Almost 90 teachers have been trained in Indonesia and almost 300 coached in Myanmar.

Japan International Cooperation Agency (JICA), Japan:

Japan, through the Japan International Cooperation Agency (JICA), is the first development partner in Indonesia's SSTC. JICA provided support to the first Indonesian Third Country Training Program (TCTP) in 1981 in the field of low-cost housing, partnered with Indonesia's Ministry of Public Works. Since the 1980's, using assets gained through previous technical partnerships, JICA has been cooperating with Indonesia to disseminate knowledge to other developing countries. In 2003, Japan and Indonesia signed the Japan-Indonesia Partnership Program (JIPP), a high-level agreement that extends joint SSTC to other developing countries, plans projects in a more comprehensive manner, and increases predictability to solicit necessary resources for the projects. The Capacity Development Project for South-South and Triangular Cooperation is currently being implemented as an effort to support Indonesia in improving SSTC coordination based on an agreement signed in 2013.

United States Agency for International Development (USAID), United States:

The United States and Indonesia signed a Memorandum of Understanding (MOU) on SSTC in February 2014 to facilitate their cooperation in support of developing countries. The agreement allows the two partners to scale up joint development assistance and establish a framework for capacity building and collaboration in areas of mutual interest to share experiences, knowledge, and technologies to address global challenges. (www.state.gov)

The Indonesia, Africa, and Middle East Technical Cooperation Program on Good Governance, a training program conducted in May 2014, represented the first project under this MOU. (See Chapter 4) USAID Indonesia and the Indonesian Ministry of Finance (MoF) also signed the Assistance Agreement for the Achievement of a Stronger Indonesia Advancing National and Global Development in 2014. One of the components of this agreement is the strengthening of Indonesia's SSTC through the increase of capacity of the NCT and implementing agencies, and expansion of triangular cooperation with the US Government. Meanwhile, the GOI and USAID also focus on inclusive design that

includes civil-society organizations, academia, think tanks, and the private sector as partners in SSTC. Collaborative programs with other development partners are also being sought by USAID to leverage financial resources and for better collaborative programs that take advantage of multiple resources.

5.2 Partner countries

The global arena has seen a number of countries emerging as new powers in development cooperation, such as Indonesia, Brazil, Turkey. As their economies grow to middle income level, these emerging countries have taken roles of traditional donors in supporting the development of other developing countries. Here are highlights of three strong emerging economies from Latin America with whom Indonesia has partnered.

Brazil

Brazil and Indonesia possess the largest tropical rainforest of the world that contains the world's richest biodiversity, which gave them a vital role in global environment issues, such as ensuring tropical forests protection. Both countries are also members of World Trade Organization (WTO), Forum of East Asia-Latin America Cooperation (FEALAC), and the G20 of major world economies. In 2009, Indonesia and Brazil signed the Declaration on the Strategic Partnership to commit to a roadmap of cooperation. By the first quarter of the 21st-century, both countries are expected to emerge as the rising global powers of the eastern and western global hemispheres, with cooperation expansions in many areas, such as agriculture and high-technology industry. In 2014, Indonesia's National Agency for Terrorism Management visited Brazil's Agencia Brasileira de Inteligencia (ABIN) to discuss cooperation in prevention and management of terrorist actions in which both sides exchanged experiences and discussed future knowledge exchange to prevent terrorism.

Colombia:

Diplomatic relations between Colombia and Indonesia began in 1980. Both countries are members of the NAM, the Pacific Economic Cooperation Council, the Cairns Group, and the CIVETS block. Colombia and Indonesia were co-chairs of the Forum for East Asia and Latin America

Cooperation (FEALAC) in 2013. The end of their co-chairmanship in 2013 was closed with a ministerial forum that discussed efforts the member countries could do to increase cooperation between Asia and Latin America to solve global challenges, especially the global economy. Meanwhile, a mission by the Ministry of Women Empowerment and Child Protection was conducted in April 2014 in cooperation with the *Agencia Presidencial para Cooperacion Internacional* (Presidential Agency for International Cooperation). Representatives of the two organizations took this opportunity to exchange their countries' experiences in women's rights, gender equity and equality, women's health, business, and finance in a forum that was attended by more than 100 participants.

Mexico:

Mexico held a foreign minister dialog in April 2014 that invited Indonesia, South Korea, Turkey, and Australia to discuss global issues such as post-2015 development agenda, international migration, and climate change, among others. These countries are considered 'bridge builders' and 'consensus builders' in their regions as connectors of various stakeholders in the international community. Indonesia & Mexico foreign ministers held a bilateral meeting that discussed bilateral cooperation in economy, trade, investment, and agriculture. Both countries also signed a visa waiver agreement to open better access for the increase in trade and investment, technical cooperation, as well as social-culture exchange.

5.3 Southern partners

Southern partners are nations of the Global South, i.e., developing countries that seek knowledge from Indonesia and other emerging countries to support their country's development. Indonesia's Southern partners include the following.

Pacific Islands

The umbrella for Indonesia's support to the Pacific Islands nations is based on the commitment of former President Susilo Bambang Yudhoyono at the Second High Level Conference of the Pacific Islands Development Forum (PIDF) in Fiji in June 2014. Indonesia made a USD 20 million commitment to support PIDF through capacity building programs for countries in the South Pacific, taking advantage

of Indonesia's experience in poverty alleviation and environmental conservation. Indonesia has also signed a joint statement with the members of the Melanesian Spearhead Group (MSG) and bilateral MOU with several Pacific Islands nations in 2014. Indonesia has been entrusted the role of observer in the MSG and expected to be involved in the exchanges and promotion to expand and deepen economic ties and development cooperation in various fields.

With Fiji, 2014 was the 40th anniversary of Indonesia-Fiji bilateral relations. Former President Susilo Bambang Yudhoyono conducted an official visit to Fiji to meet with Fiji President Ratu Epeli Nailatikau and discussed future cooperation between the two countries under the Agreement for Development Cooperation they had signed in 2011. The meeting discussed strengthening of Indonesia-Fiji cooperation through focus on eco-tourism, marine conservation and illegal fishing, and food security through SMEs.

Palestine:

The Government of Indonesia has been politically committed to support capacity development in Palestine since the first Asian African Conference in 1955. This commitment was followed by another political agreement, the New Asian African Strategic Partnership (NAASP). Until 2014, more than one thousand Palestinians have taken part in knowledge exchange programs with Indonesia in various fields, such as horticulture, tourism, archiving, and taxation. The cooperation with Palestine expresses Indonesia's political will, backed up by technical cooperation comprised of custom-designed programs formulated based on the demands and needs of Palestine. Because of the unique circumstances of Palestine as an occupied state with a highly educated population, thorough studies of the situation were made during program planning.

Timor-Leste:

Timor-Leste and Indonesia shared very close and similar historical background since Timor-Leste had been a part of Indonesia until 1999. Thus it became a priority for Indonesia to be an active partner for Timor-Leste's development. The two countries signed the *Joint Communiqué Concerning Diplomatic Relations between the Republic of Indonesia and the Democratic Republic of East Timor* in 2002 to secure diplomatic relations. Since then many cooperation agreements have been made to support Timor-Leste's development in various strategic sectors, such as health and education, agriculture, and infrastructure. Indonesian expertise plays an increasingly significant role as knowledge resources in these sectors. In 2014, capacity building activities for Timor-Leste continued to grow, with activities being conducted through Indonesia's line ministries in Indonesia as well as in Timor-Leste. In trade, Indonesia is Timor-Leste's major trading partner with over 75% of imports coming from Indonesia, especially for daily household goods and building materials. As one of Timor-Leste's closest partners, Indonesia has also been continuously active in its efforts to lobby for Timor-Leste's membership in the Association of Southeast Asian Nations (ASEAN), a goal both countries seek to realize in the near future.

Afghanistan:

Afghanistan is one of the Middle Eastern countries to which Indonesia is committed to providing technical cooperation support for development and rehabilitation. This commitment was expressed in Tokyo in 2000. Historical cooperation between Indonesia and Afghanistan dated from the 1950's with the opening of the Afghanistan Embassy in Indonesia in 1954. Since 2000, Indonesia has been providing knowledge transfer to Afghan participants in various fields and has further strengthened the bilateral relations between the two countries. In

October 2014, Afghanistan and Indonesia signed an MOU for the construction of a mosque at the Indonesia Islamic Center (IIC) in Kabul. The IIC is intended to symbolize relations between the two countries and represents a strong future in socio-culture cooperation.

Myanmar:

Indonesia sees Myanmar as an important partner in development cooperation, especially as a fellow ASEAN member state. Indonesia has consistently showed support for Myanmar's democratization process and economic development, particularly in 2014 when Myanmar was appointed as the ASEAN chair. While Indonesia and Myanmar have both

experienced social conflicts, Indonesia is regarded as a model in managing peaceful and participatory transitions into democracy from which Myanmar could learn. In April 2013, the two nations signed an MOU for capacity building partnership, focusing in areas of democracy, peacekeeping, and economic and social development. Cooperation modalities under the MOU incorporated the exchange of expert resources, implementation of seminars, conferences, and meetings, the exchange of information, and capacity building activities. Several scoping missions to Myanmar were also conducted by the NCT in 2014 as part of the planning process to assess the feasibility of matching Indonesia's resources with Myanmar's requirements.



Scoping Mission in Myanmar

Annex 1

Matrix of Indonesia's SSTC Activities in 2014

No.	Title of Program / Project / Activity	Participating countries	Implementing Agency	Source of Budget	Period
1	TCTP Participatory Community Development for Afghanistan - Batch 5	Afghanistan	Center for Economic and Social Studies (CESS)	GOI & JICA	January 2014
2	Peace through Development in Disadvantaged Areas (PTTTDA) Project - Strengthening Women's Leadership and Participation in Social Cohesion and Peace Building Initiatives through South-South and Triangular Cooperation between Indonesia and Myanmar (WLP-SSTC)	Myanmar	Ministry of Disadvantaged Regions and Ministry of Women Empowerment and Child Protection	UNDP	February 2014
3	Training Course on Rice Post-Harvest and Innovative Processing Technology	Cambodia, Lao PDR, Myanmar, Vietnam	Bureau for Agricultural Training, Agency for Agricultural Extension and Human Resources Development (AAEHRD)	ASEAN Secretariat & Government of Japan	April - May 2-14
4	International Training Course on Innovative Horticulture Agrobusiness	Cambodia, Lao PDR, Myanmar, Vietnam, Timor-Leste	Agriculture Training Center (BBPP) Lembang	GOI	May 2014

5	Indonesia - Africa and the Middle East Technical Cooperation Program on Good Governance, Jakarta - Surabaya	Africa and Middle East	Directorate for Technical Cooperation, MoFA	GOI & USAID	May 2014
6	Capacity Building for Commission of PDHJ	Timor-Leste	Indonesia's National Commission for Human Rights and PDHJ Timor-Leste	GOI	May 2014
7	Capacity Building Program on Textile Industry in Mozambique	Mozambique	Ministry of Industry	GOI	June 2014
8	Third Country Scholarship Program and South-South Cooperation in Human Resources for Land Transportation (Vehicle Inspection Course and Transport Safety)	Lao PDR	Air Transportation Human Resources Development, Ministry of Transportation	GOI	June 2014
9	Training on Developing Strategic Partnership with FBOs and Moslem Leaders in Family Planning	Afghanistan, Bangladesh, Ethiopia, Ghana, Nepal, Niger, Pakistan, the Philippines	Center for International Collaboration and Training, National Population and Family Planning Board	GOI & UNFPA	June 2014
10	Expert Dispatch: International Training on Micro Finance for Myanmar	Myanmar	Bank Rakyat Indonesia	GOI	August-September 2014
11	Third Country Training Program on TV Documentary Production	Bhutan, Cambodia, Indonesia, Lao PDR, Timor-Leste, Zambia	Multi Media Training Center (MMTC)	GOI & JICA	August-September 2014
12	Third Country Training Program: Strengthening Primary Health Center in Maternal, Neonatal, and Child Health through Maternal and Child Health (MCH) Handbook	Kenya, Lao PDR, Timor-Leste, Vietnam	Ministry of Health	GOI & JICA	September 2014

13	Training Course on Empowering Women through Social, Economic, and Cultural Intervention	Bhutan, Fiji, Iran, Malaysia, Maldives, Myanmar, Nepal, Pakistan, the Phillipines, Srilanka, Vietnam	Center for International Collaboration and Training, National Population and Family Planning Board	GOI	September 2014
14	International Training on Disaster Recovery and Mitigation for Coastal Area	Fiji, Timor-Leste	Tsunami and Disaster Mitigation Research Center (TDMRC)	GOI	October 2014
15	The Training Course on Population, Family Planning, and Family Development	Vietnam	Center for International Collaboration and Training, National Population and Family Planning Board	GOI	October 2014
16	Workshop on Sharing Experiences and Best Practices on Public Administration and Good Governance between Colombo Plan Countries in Jakarta and Bandung	Afghanistan, Bangladesh, Bhutan, Fiji, Iran, Lao PDR, Pakistan, Mongolia, Myanmar, Nepal, Srilanka	Directorate for Social Culture of International Organizations of Developing Countries, MoFA	GOI	October 2014
17	International Training on Strengthening of the Artificial Insemination to Achieve Food Security in the Republic Democratic of Timor-Leste	Timor-Leste	Singosari National Artificial Insemination Center	GOI	October-November 2014
18	Capacity Building Program on Textile Industry	Lao PDR	Center for Textile Industry, Ministry of Industry	GOI	November 2014
19	Regional Training on Production and Processing on Cereal (Corn)	Cambodia, Lao PDR, Malaysia, Myanmar	Batangkaluku National Agricultural Training Center (NATC), Bureau for Agricultural Training, Agency for Agricultural Extension and Human Resources Development (AAEHRD)	GOI	November 2014

20	Third Country Training Program (TCTP) Rice Post-Harvest and Processing Technology for Afghanistan Batch III	Afghanistan	Bureau for Agricultural Training, Agency for Agricultural Extension and Human Resources Development (AAEHRD)	GOI & JICA	November 2014
21	AIPR Seminar on Types of Conflicts and Management	Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Phillipines, Singapore, Thailand, Vietnam	Directorate for Technical Cooperation, MoFA	GOI & Netherlands	November 2014
22	Capacity Development Project on Road Maintenance of Timor-Leste with the Case of the National Road No. 1 through Triangular Cooperation by Timor-Leste, Indonesia, and Japan	Timor-Leste	Center for Education and Training, Ministry of Public Works	GOI, GoTL, JICA	Nov 2014-March 2017
23	Krupuk Center Establishment in Fiji	Fiji	MoFA, Ministry of Marine Affairs and Fisheries (MMAF), Ministry of Women Empowerment and Child Protection	GOI	December 2014
24	Regular Capacity Building for Agricultural Quarantine Officer	Namibia, Papua New Guinea, Srilanka, Sudan, Suriname, Timor-Leste	Applied Research Institute of Agricultural Quarantine (ARIAQ), Ministry of Agriculture	GOI	2011 - 2014
25	Third Country Scholarship Program and South-South Cooperation in Human Resources for Air Transportation and Training for Indonesia's membership in ICAO	Bhutan, Timor-Leste	Air Transportation Human Resources Development, Ministry of Transportation	GOI	2014
26	Technical & Vocational Education & Training: Teacher & Instructor Workshop 2014	Myanmar	Ministry of Education & Culture, and Ministry of Industri	GOI	Sept 5-26, 2014 Oct 21-23, 2014

ANNEX 2

World Map: Indonesia's SSTC Partners



Africa

Cameroon
Ethiopia
Ghana
Kenya
Liberia
Maldives
Mozambique
Namibia
Niger
Nigeria
Seychelles
Sudan
Zambia

Asia

Afghanistan
Bangladesh
Bhutan
Brunei Darussalam
Cambodia
China
India
Iran
Kyrgyzstan
Lao PDR
Malaysia
Mongolia
Myanmar

Nepal

Pakistan

Philippines

Singapore

Sri Lanka

Thailand

Timor-Leste

Vietnam

South America

Suriname

Middle East

Palestine

The Pacific

Fiji

Papua New Guinea

▶ ANNEX 3

Map of Indonesia's SSTC Implementing Agencies



Aceh:

Tsunami & Disaster Mitigation Research Center (TDMRC)

Jakarta:

National Family Planning and Population Agency (BKKBN)

National Commission on Human Rights (KOMNAS HAM)

Center for Economic and Social Studies (CESS)

Ministry of Foreign Affairs

Agency for Marine and Fisheries Human Resources Development (AMFHRD)

Center for Education and Training, Ministry of Public Works and Housing (PUSDIKLAT PU)

Agency for Agricultural Extension Human Resources Development (AAEHRD)

Ministry of Development of Disadvantaged Regions

Ministry of Women Empowerment and Child Protection

West Java:

Applied Research Institute of Agricultural Quarantine (ARIAQ), Ministry of Agriculture, Bekasi

National Agricultural Training Center (BBPP), Lembang

Air Transportation Human Resources Development Center, Curug

Center for Material and Technical Products (B4T), Ministry of Industry, Bandung

Yogyakarta:

Multi Media Training Center (MMTC)

East Java:

Singosari National Artificial Insemination Center (SNAIC), Malang

South Sulawesi:

Batangkaluku National Agricultural Training Center (NATC)

Bali:

Human Resources Development Centre for Land Transportation

Institute for Peace and Development (IPD)

West Nusa Tenggara:

Mataram Marine Bio Industry Technical Implementation Unit, Research Center for Oceanography, North Lombok District



Glossary and Abbreviations

1. SSTC: South-South and Triangular Cooperation
2. SSC: South-South Cooperation: Exchange of expertise between governments, organizations, and individuals in developing nations.
3. Knowledge hubs: Institutions or networks that enable countries to learn systematically by sharing and exchanging development learning with domestic and international partners in order to accelerate development. (<http://wbi.worldbank.org/sske/news/what-are-knowledge-hubs>)
4. Knowledge exchange: Peer-to-peer learning; a powerful way to share, replicate, and scale up what works in development. (https://wbi.worldbank.org/wbi/Data/wbi/wbicms/files/drupal-acquia/wbi/The_Art_of_Knowledge_Exchange_revised.pdf)
5. Knowledge sharing: An activity through which knowledge (information, skills, or expertise) is exchanged among people, friends, families, communities, or organizations.
6. Knowledge management: The systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge. (<http://www.knowledge-management-tools.net/knowledge-management-definition.html>)
7. TCTP: Third Country Training Program
8. Development cooperation: Activity that aims explicitly to support national or international development priorities, is not driven by profit, discriminates in favor of developing countries, and is based on cooperative relationships that seek to enhance developing country ownership.
9. Community of Practice (COP): A platform for SSTC practitioners to share what they do, to learn from each other, and to interact with each other.
10. GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), previously GTZ
11. IDB: Islamic Development Bank
12. UNDP: United Nations Development Program
13. WB: World Bank
14. JICA: Japan International Cooperation Agency
15. USAID: United States Aid for International Development
16. OECD-DAC: Organization for Economic Cooperation and Development – Development Assistance Committee
17. NCT of SSTC: National Coordination Team of South-South and Triangular Cooperation

18. RPJMN: Rencana Pembangunan Jangka Menengah Nasional (National Medium Term Development Plan)
19. TCDC: Technical Cooperation among Developing Countries
20. Jakarta Commitment: A road map for the Government of Indonesia and its development partners to implement the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action in Indonesia. (<http://www.aideffectiveness.org/Tools/Aid-Management/Action-Plans/Jakarta-Commitment-on-Aid-Effectiveness.html>)
21. A4DES: Aid for Development Effectiveness Secretariat
22. G-20: An international forum for governments and central banks from 20 major world economies
23. Post-2015 Development Agenda: A global vision that succeeds the Millennium Development Goals (MDGs) and seeks to tackle extreme poverty, curb climate change, and put the world on a more prosperous and sustainable path by 2030. (<http://www.unfoundation.org/what-we-do/working-with-the-un/post-2015-development-agenda/>)
24. HLPEP: High-Level Panel of Eminent Persons
25. GPEDC: Global Partnership for Effective Development Cooperation
26. CEAPAD: Conference on Cooperation among East Asian Countries for Palestine
27. NAASP: New Asian–African Strategic Partnership
28. Middle Income Countries: A diverse group of countries having per capita gross national income of USD 1,026 to USD 12,475. They are home to five of the world's seven billion people and 73% of the world's poor people. They represent about one third of global GDP and are major engines of global growth. (<http://www.worldbank.org/en/country/mic/overview>)

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