

**National Coordination Team
on South-South and Triangular Cooperation,
Republic of Indonesia (NCT-SSTC)**

**Japan International
Cooperation Agency
(JICA) Indonesia Office**

**SYSTEM REQUIREMENTS SPECIFICATION
STUDY FOR NATIONAL COORDINATION
TEAM ON SOUTH-SOUTH AND TRIANGULAR
COOPERATION**

UNDER

**CAPACITY DEVELOPMENT PROJECT FOR SOUTH-SOUTH
AND TRIANGULAR COOPERATION (CADEP)**

**FINAL REPORT
(ENGLISH)**

DECEMBER 2014

JAPAN INTERNATIONAL COOPERATION AGENCY

PT ARKADIA SOLUSI

System Requirements Specification Study for National Coordination
Team on South-South and Triangular Cooperation

December 2014

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EXECUTIVE SUMMARY

Indonesia has been an active and prominent promoter of South-South and Triangular Cooperation (SSTC). Indonesian SSTC activities have been conducted by technical ministries and agencies. However, related data and information are managed and maintained separately. Each ministry and agency still handles the SSTC process with some minor coordination with the NCT. Therefore, it has become an inevitable action to unify the process and consolidate the available data and information in order to conduct SSTC activities based on the government policy, systematically, and comprehensively.

In light of the above, the NCT felt a need for an integrated information system that supports the communication and coordination with concerned ministries, agencies and others, the business process covering planning, funding, formulation, implementation, monitoring and evaluation, reporting, information sharing and etc. After due considerations, the above need has been agreed to be studied under a currently on-going NCT/JICA joint project of Capacity Development Project for South-South and Triangular Cooperation.

The main purpose of this study is to identify specific requirements for the NCT's integrated information system called Systems Requirement Specifications. For developing the specifications, the study started with interviews of 6 persons at policy level and 5 persons at non-policy level in the NCT. The interviews yield list of stakeholders' requests, needs, and features of the system. To verify the yields of the interviews, Focus Group Discussions was then held. As a result, 21 stakeholders' requests are identified (eight of them are directly related to Information and Communication Technology and the other 13 are related to administrative/rules and regulation). From the stakeholders' requests (of which ICT can contribute) there are 19 needs identified. Those needs will be implemented in 21 features of the system. The FGD confirmed the followings: 1. NCT is currently developing a new Standard Operations Procedure which governs the entire SSTC process; 2. Needs for an alternative option for proposals selection process; 3. Needs for use of standardized terminologies in the documents; 4. Needs to discuss and clarify on the roles and responsibilities of the NCT stakeholders; 5. Needs for the key performance indicators for impact and success analysis; 6. Needs for a study on the existing IT systems of NCT

member ministries; 7. Linkages between the NCT IT system and Country Led Knowledge Hub currently being designed at Bappenas; 8. Needs for security classification of SSTC information for public disclosure; 9. Features such as announcement of submitted aid requests with certain time intervals, catalogue of experts, user management of the IT system to enable user specific functions; 10. Needs for further FGDs to follow up outstanding issues.

Based on the features identified in the previous steps, the system requirements specification document has been compiled. This document includes 25 use cases that explain each feature in the SSTC application along with screen design for each use case. The screen designs were presented in an FGD attended by NCT members and have been accepted as one of the outputs of the study.

After reviewing 16 processes identified in the current SOP, it is found that 10 of the processes can be accommodated but 6 of them cannot be accommodated by the system. The 10 processes that the system can accommodate have been aligned with use cases in the system requirement specifications document. The other 6 processes still should be handled off-line. In this regard, a conceptual SSTC application system consisting of the 6 modules has been designed.

Furthermore, recommendations for future action have been made. Firstly, it is highly recommended that the websites coexisting among the stakeholders of the NCT should be integrated into one to avoid duplications. Secondly, the SSTC Information System should be developed in modular phases. The current conditions of the NCT and conditions to be achieved in the future should be considered in setting the priority for development phases. Therefore, it is necessary to determine the development and implementation strategy of SSTC Information System. By doing so, the development and implementation of SSTC application will be carried out in a proper order.

Aside from the afore-mentioned technicality of the SSTC systems development, based on the results of the interviews with the NCT stakeholders, it needs to be noted here that prior to proceeding to the actual development activities, it may be worthwhile to validate the current business flows of the NCT (SOPs) on manual basis and also to verify them in relation to the authority and responsibilities of those involved in the businesses while waiting for the preparation of a legal basis to enable their application.

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“Any contents, views, and opinions expressed or made in this study are solely for the authors’ and do not necessarily reflect the official views and opinions of JICA, the NCT, nor the Government of the Republic of Indonesia”

1 INTRODUCTION

1.1 BACKGROUND

SSTC is a combination of two international cooperation frameworks, which are SSC (South-South Cooperation) and TC (Triangular Cooperation). One of the objectives of SSTC framework is to level up bargaining position of developing countries in international forum. Furthermore, the SSTC cooperation framework allows developing countries to gain cooperation that really fits their needs.

Indonesia actually has been involved actively with SSTC (South-South and Triangular Cooperation) since Asia-Africa Conference in 1955. However, the real contribution of Indonesia on SSTC (on technical cooperation) had started to make impact since 1981. In fact, at that time SSTC framework was not taken seriously by the Government of Indonesia or by the governments of other countries. Having realized the importance of this framework, in 2010 the Government of Indonesia began to implement SSTC framework more seriously, more structured, more integrated, and certainly more favorable. One of direct actions that Indonesia has done is forming the National Coordination Team on SSTC (NCT).

However, the establishment of National Coordination Team on SSTC has not produced satisfactory results yet. This happens because of the complexity of the tasks given which involves multiple ministries and agencies, inadequate legal basis among some causes. All of cooperation programs that exist today are still implemented separately with limited central coordination, some may be sustainable, and may not demonstrate maximum impact for Indonesia or partner countries where the fundamental purpose of National Coordination Team on SSTC (NCT) is to find solution for these problems. Therefore, in order to attain the expected purposes, the NCT felt a need for information system to help them reach these goals. However, there are always limitation on which information technology can contribute. This study is meant to determine the NCT's needs for this information system and where information technology can contribute.

1.2 OBJECTIVE

Objective of this study is to identify the features and functional requirements of the information system which will support the activities of the National Coordination Team on South-South and Triangular Cooperation (NCT-SSTC).

1.3 SCOPE

Scopes of this study are as follows:

1. To collect requirements of the NCT and its stakeholders with regard to the NCT's information system (data/information needs, data/information sharing, and their utilization; job procedures and documentation for SSTC activity, etc.);
2. To review Standard Operation Procedures (SOPs) and identify where Information Technology (IT) can contribute;
3. To review the current status of NCT's computerization as baseline;
4. To develop the conceptual design of the NCT's information system;
5. To develop the systems requirement specifications for the NCT's information system;
6. To make recommendation for future actions for the NCT's information system.

2 BASIC APPROACH AND METHODOLOGY

2.1 PRINCIPLE OF THE BASIC APPROACH

Execution of this study will comply with the basic principal approach as follows:

1. As a chairman of technical committee of the NCT, the implementing agency of this study is Directorate of International Development Cooperation Ministry of National Development Planning/Bappenas. Also, the study result will enable Directorate of International Development Cooperation Ministry of National Development Planning/Bappenas as the owner of the system to carry out successive development phases of the system to be developed.
2. All logistics support such as arrangements for FGD and inviting appropriate representatives from each stakeholder were handled by Directorate of International Development Cooperation Ministry of National Development Planning/Bappenas.
3. This study will be conducted in cooperation with Capacity Development Project on South-South and Triangular Cooperation (CADEP)/Japan International Cooperation Agency (JICA).
4. NCT (consisting of Ministry of National Development Planning/Bappenas, Ministry of Foreign Affairs, Ministry of Finance, and Ministry of State Secretariat as well as other related ministries) allocated time for interview and focus group discussion.
5. The scopes of this study are limited to the development of conceptual design and system requirement specifications only. The result of this study needs to be followed up by further activities such as detailed design, systems development, testing, training, and others.
6. There is no force majeure, such as natural disaster, terrorism, etc.

2.2 METHODOLOGY

As shown in Figure 2.1, the methodology of this study is divided into three sections and each section has several actions to be conducted.

These are the explanation of each section:

1. Requirements Identification

This section takes place at the beginning of the project. In this section, we will gather all business and system needs that will be implemented in the system. Output of this section is inception report which includes a list of requirements to be implemented.

This section has two consecutive tasks as follows:

a. In-depth Interview (Step 1)

In order to gather requirements from all contributing parties, several ministries that are involved in this system will be interviewed. System analysts will arrange the interview schedule with Bappenas, Ministry of Finance, Ministry of Foreign Affairs, and Ministry of State Secretariat. Outputs of this process are transcripts of all interviews. These transcripts will be used as input for the next process.

b. Business Model Mapping (Step 2)

The transcripts of the interviews conducted with all stakeholders will be interpreted into technical terminologies and will be made into a business model. The output of this process will be discussed in a Focus Group Discussion (FGD) that involves all stakeholders of this project. FGDs are held to ensure that the business model developed by the team is aligned with the actual business model of the system.

2. Current System Evaluation

In order to understand the current situation of SSTC Framework, we will need to observe the field situation. In this section, we will review the SOP to understand the baseline of the system. Output of this section is a document which describes where IT can take place in the overall system of SSTC framework.

a. SOP Review (Step 3)

Current SOPs are needed to be reviewed for us to get a better understanding of the existing interaction system. By reviewing the current SOPs, we will get a clear picture of how the system really works.

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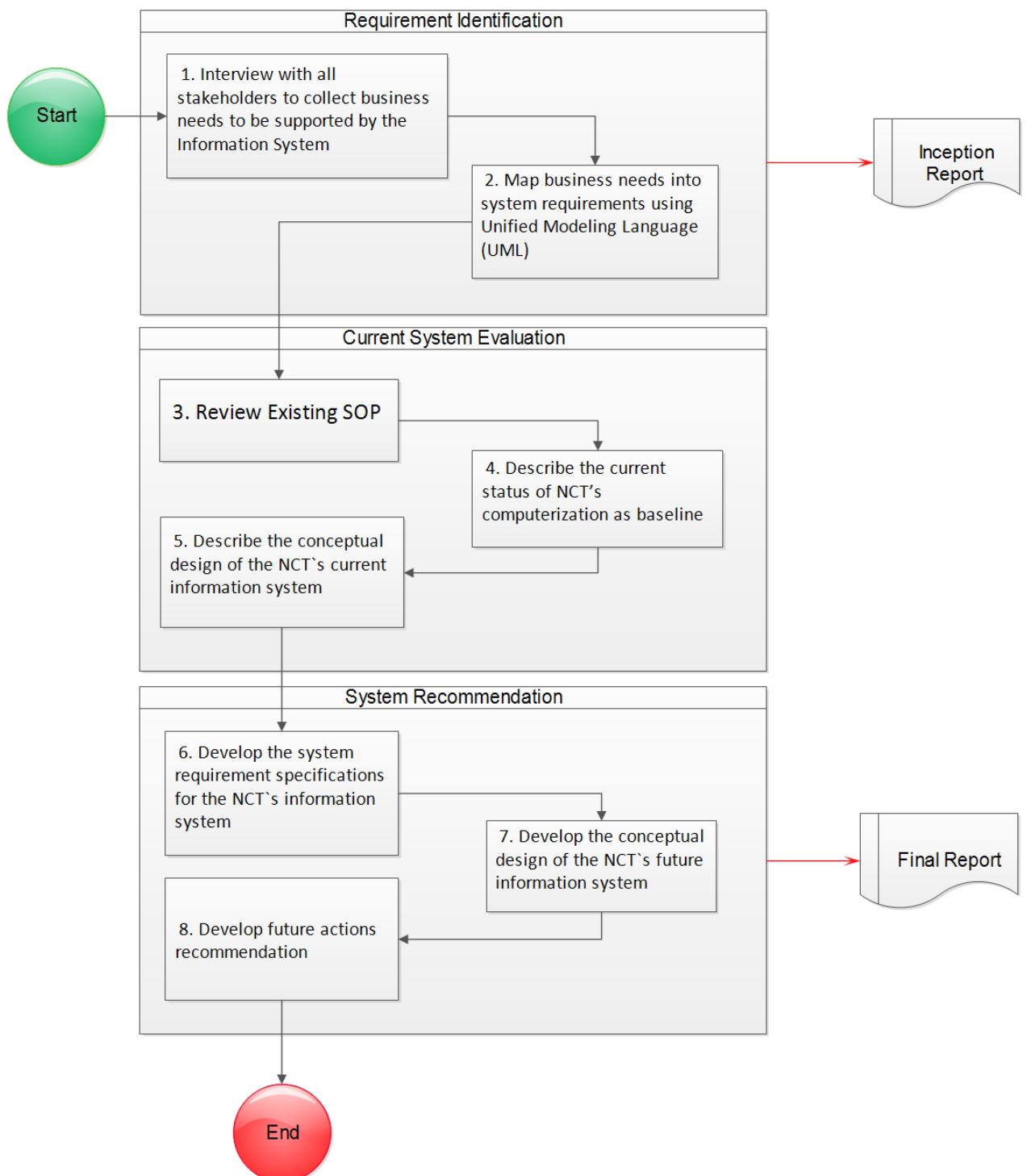


Figure 2.1 Methodology

b. Current Baseline Development Status (Step 4)

The results of SOPs review will provide us with enough information about the current system's interaction pattern. This information will be used to create a baseline for the future system. By doing so, we will understand what IT contributions are really needed to make this system work as expected.

c. Current Status Conceptual Design (Step 5)

Based on the information we get from the previous step, we will create a current status conceptual design and point out where IT can contribute. This design will be discussed in FGD with all stakeholders to find out what kind of services IT can give to certain point of the overall design.

3. System Recommendation

Based on the previous sections, we get information about what stakeholders need and how the current system works. From this information, in this section we will make recommendation for the future system of SSTC framework. Output of this section is a System Requirements Specification (SRS).

a. System Requirements Specification Development (Step 6)

From the previous steps, we will have got two important aspects of this project. From section 1 we get systems requirements and from section 2 we get the clear picture of current situation. Next step is to make the system requirements specification (SRS) of the application we will develop. In SRS we will describe in detail the requirements of this system. Output of this step includes a List of functions and how the system should interact with users.

b. Future Recommendations of Conceptual Design (Step 7)

Based on the SRS we develop in the previous section, in this section we will come up with future recommendation of the system. The recommendation will include the conceptual design of the future system.

c. Future Action Recommendation (Step 8)

In order to realize the SRS and the conceptual design we provide in the previous steps, we will need to explain what actions to be taken in the near future. The future recommendation we provide in this section hopefully could guide the potential developer of the system to develop the system in a good way.

2.3 OUTPUTS OF THE STUDY

This study will provide the following outputs:

- Inception Report that contains the requirements of the NCT and its stakeholders with regard to the NCT's information system within one month from the commencement of the study
- Final Report that contains the requirements of the NCT and its stakeholders with regard to the NCT's information system, proposal on where IT can contribute with respect to the SOPs, description of the current computerization at NCT as baseline, a conceptual design of the NCT's information system, system requirements specifications for the NCT's information system and recommendations for the future actions for NCT. A draft final report shall be submitted two weeks prior to the completion of the contract term
- Seminar to present the draft final report to the NCT and its stakeholders including those who were interviewed and participated in the FGDs. The seminar will be conducted before or around the end of the contract term and its logistic cost is separately provided by the NCT and CADEP.

3 WORK SCHEDULE

Table 3.1 Work Schedule

Requirement Gathering Phase	June			July			August				September			October				November			December							
	W1 6-13	W2 16-20	W3 23-27	W4 30-4	W5 7-11	W6 14-19	W7 21-25	W8 28-1	W9 4-8	W10 11-15	W11 18-22	W12 25-29	W13 1-5	W14 8-12	W15 15-19	W16 22-26	W17 29-3	W18 6-10	W19 13-17	W20 20-24	W21 27-31	W22 3-7	W23 10-14	W24 17-21	W26 24-28	W27 1-5	W28 8-12	
Requirement Identification																												
Requirement Identification with Ministry of National Development Planning	▲					▲						▲																
Requirement Identification with Ministry of Foreign Affairs		▲				▲						▲																
Requirement Identification with Ministry of State Secretariat			▲					▲							▲													
Requirement Identification with Ministry of Finance				▲							▲					▲												
Inception Report					◎																							
Current System Evaluation																												
SOP Review																												
Program Planning																												
Finance																												
Program Preparation and Execution																												
Monitoring and Evaluation																												
Current NCT-SSTC System Review																												
IT Contribution Construction																												
System Recommendation																												
System Requirement Specification Development																												
Conceptual Design																												
Future Action Recommendation																												

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Symbols Used:

- : Work
 - △ : Monitoring Meeting
 - : Submission of Draft Report
 - ◎ : Submission of Final Report
 - : Holy month of Ramadhan and Eid al-Fitr Holidays

Note:

During the Holy month of Ramadhan and Eid al-Fitr Holidays the Team will be working on the documents

4 SOP REVIEW

In this section we evaluate the current SOP and identify where IT can contribute. Figure 4-1 shows the current SOP that has been approved by NCT stakeholders. This SOP explains how WG 1, WG 2, and Ministry/Agency coordinate in capturing demands, capturing supplies, executing the projects, and doing monitoring and evaluation during the process.

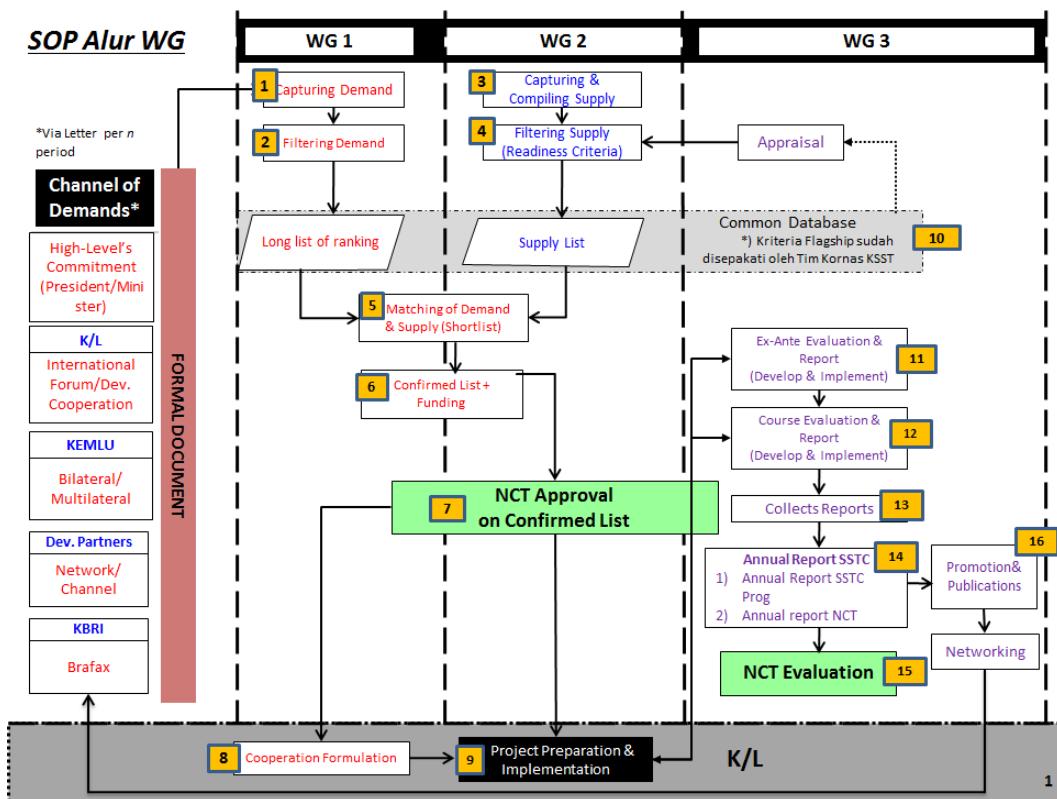


Figure 4-1 Current SOP

Based on the current SOP and findings we got from interviewing all SSTC stakeholders, we divided SSTC activity into six main modules. These modules include; request module in which demands and supplies are captured, catalog module in which demands and supplies are stored in catalogs, assessment module in which demands and supplies are evaluated, long-list-of-ranking module in which demands and supplies are ordered by their priority level, project module in which demands have been approved and executed as projects, and

during the whole process NCT conducts monitoring and evaluation. Figure 4-2 shows the flow of SSTC activity.

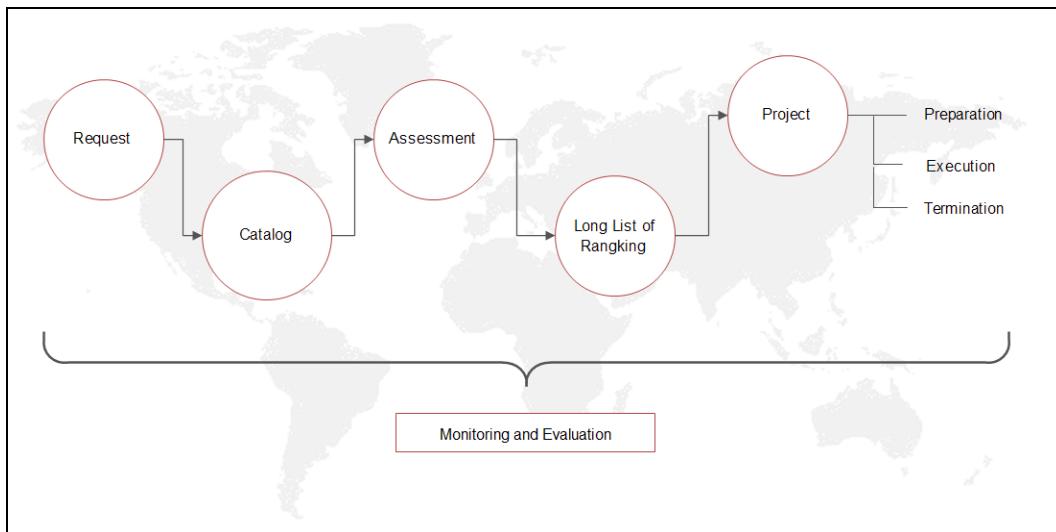


Figure 4-2 SSTC Process

More details of each module in the SSTC activity flow are explained below:

1 Request

Request phase consists of capturing demand, capturing supply, and compiling supply. In capturing demand and capturing supply process, each cooperation request is submitted to NCT as formal documents. The documents could come from several channels, which are: High-Level's Commitment (President/Minister), Ministries/Agencies, Ministry of Foreign Affairs, Development Partner, or Indonesian Embassy. From those documents, WG 1 of NCT extracts necessary information and enter them into the database.

In capturing demand process, WG 1 classifies the demands as project or programme. If demands are classified as project based, then they will be categorized as country specific, region specific, or sector specific. Directorate of Technical Cooperation of Ministry of Foreign Affairs is responsible to conduct the categorization. If demands are classified as programme based, then WG 1 will have to hold FGD to define scope and creating Country Strategic Paper.

In Capturing and Compiling Supply, cooperation request can be initiated by ministries/agencies or local government and development partners. For the requests initiated by ministries/agencies or local government, WG 2 verifies whether the Ministries/Agencies or the local government has implemented SSTC cooperation before. However, WG 2 is also pro-active to look for supply from the potential ministry/agencies for SSTC programme.

Supplies in form of funding and service (Indonesia's center of excellence) do not always come from the state budget (ministries/agencies or local government's budget). It can also come from the development partner. WG 2 identifies which development partners that have contributed in SSTC programme before and put them in the list of potential contributors for the next SSTC programmes. However, WG 2 also considers those who have not contributed before.

In the current SOP, we can find these processes in box 1 and box 3 as seen in figure 4-3. Box 1 explains the capturing demand process and box 3 explain the capturing supply process.

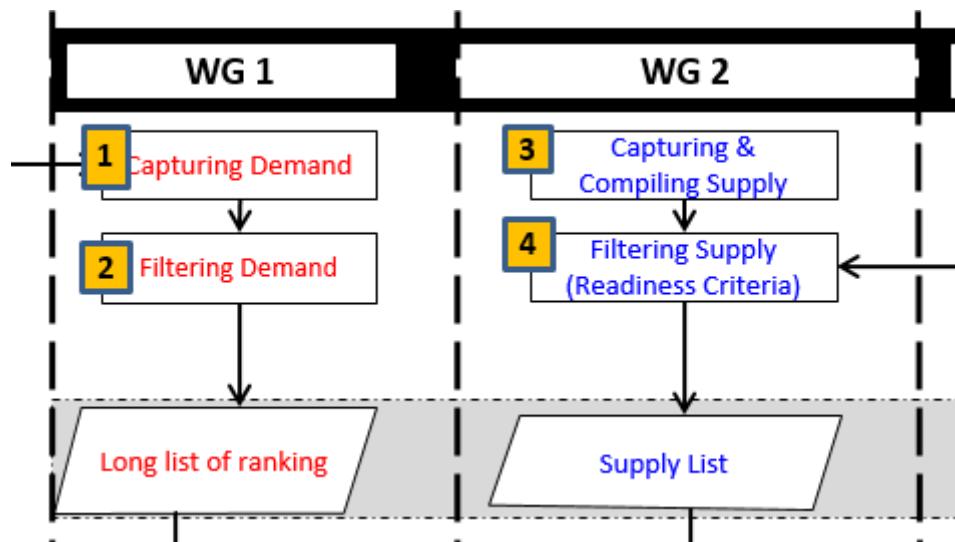


Figure 4-3 SOP for Request Module

2 Catalog

In request phase, all incoming requests, both demand and supply, are captured and recorded in the database. In this module, from the captured demands and supplies, NCT creates a demand catalog that consists of list of cooperation demands which come from several channels and supply catalog that consists of cooperation supplies which also come from several entities. One demand sometimes needs to be executed in several projects, therefore WG 1 needs to interpret each request and reenter them into the system as potential projects. These potential projects will then enter into the assessment phase. The higher the assessment scores of the projects, they are more likely to be implemented first.

In the current SOP, we can find this phase as the output of process in box 1 and output of process in box 3 as seen in figure 4-4.

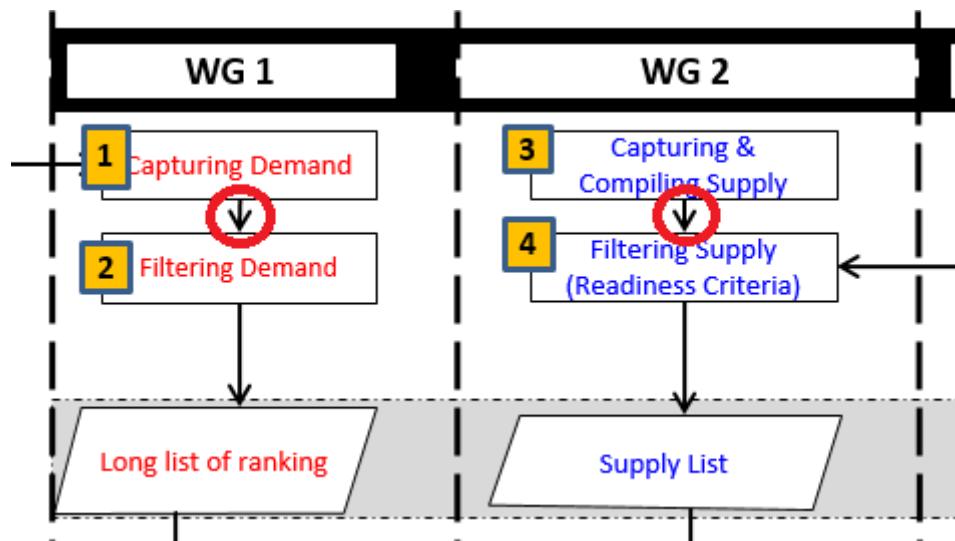


Figure 4-4 SOP for Catalog Module

3 Assessment

In this phase, WG 1 conducts assessment to incoming cooperation demands and WG 2 conducts assessment to incoming cooperation supplies.

Assessment to incoming demands is conducted to determine their priority level. The assessment approach differs based on their category. Country based demands will have different assessment treatment from sector based demands.

A. Country based demand assessment

Country based demands will be assessed from the policy (policy assessment) and benefit (benefit assessment) point of view. Policy assessment involves the following aspects:

- National Mid-Term Development Plan (RPJMN)
- High level commitment (President/Minister)
- Other Priorities (special circumstances)

Benefit assessment involves the following aspects:

- Political interest
- Economical interest
- Socio-cultural interests

B. Sector based demand assessment

Sector based demands will be treated just like the country based demands. However, besides policy assessment and benefit assessment, WG 1 also needs to assess the readiness of Indonesia in executing the projects related to this kind of demands. WG 1 needs to assess the Indonesia's capacity in providing and facilitating the activities.

C. Supply assessment

Supply assessment is conducted to determine how fit are the supplier entities in facilitating an SSTC activity. This assessment is based on the following readiness criteria:

1. Relevance
2. Effectiveness
3. Efficiency
4. Benefits
5. Sustainability
6. Funding Indication

In the current SOP, we can find these processes in box 2 and box 4 as seen in figure 4-5.

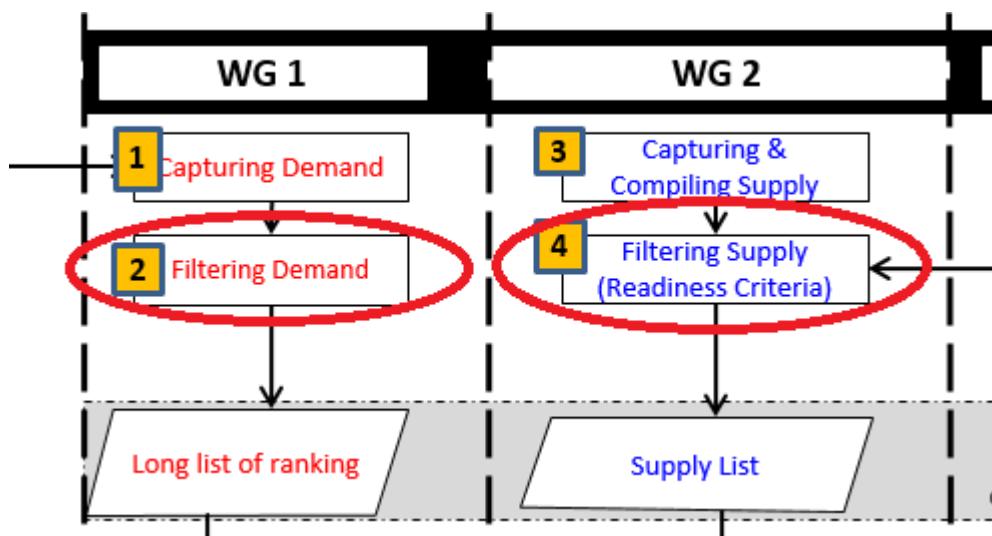


Figure 4-5 SOP for Assessment Module

4 Long list of Ranking

The previous phase gives out a list of demands and a list of supplies that are ordered by their priority scores. These lists are called Long List of Ranking. Demands with the highest priority will be executed first. Therefore, WG 1 and WG 2 will have to work together to match these demands with the available supplies so that the projects can be implemented. This matching process will come out with a short list of

demands which will most likely be executed in the near future. Approving which activities to be executed first will be the responsibility of all the NCT stakeholders (WG 1, WG 2, and WG 3). This process will need an offline meeting attended by all of them.

In the current SOP, we can find long list of demands in as output of process in box 2 and long list of supplies as output of process in box 4. Furthermore, the matching process can be seen in box 5. See figure 4-6.

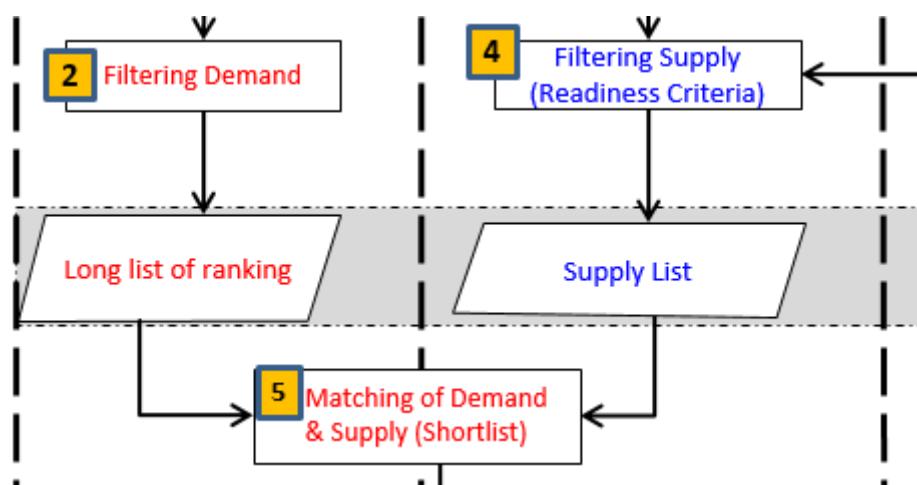


Figure 4-6 SOP for Long List of Ranking Module

5 Project

Once a demand gets its supplies (including funding and expert support) and gets approval from NCT, it will be executed as a project. Projects will be implemented by implementing agency (Ministries/Agencies). NCT delegates a project to relevant ministries/agencies. Ministries/Agencies will have to do formulation and preparation for the project.

A project implemented by implementing agencies will go through 3 steps, which are waiting for execution, execution, and termination. However, in several circumstances, a project can be extended.

The process of finding a fund for certain projects (box 6) and approval of the project (box 7) as seen in the figure 4-7 must be done offline. System can only facilitate a function to announce results of the process.

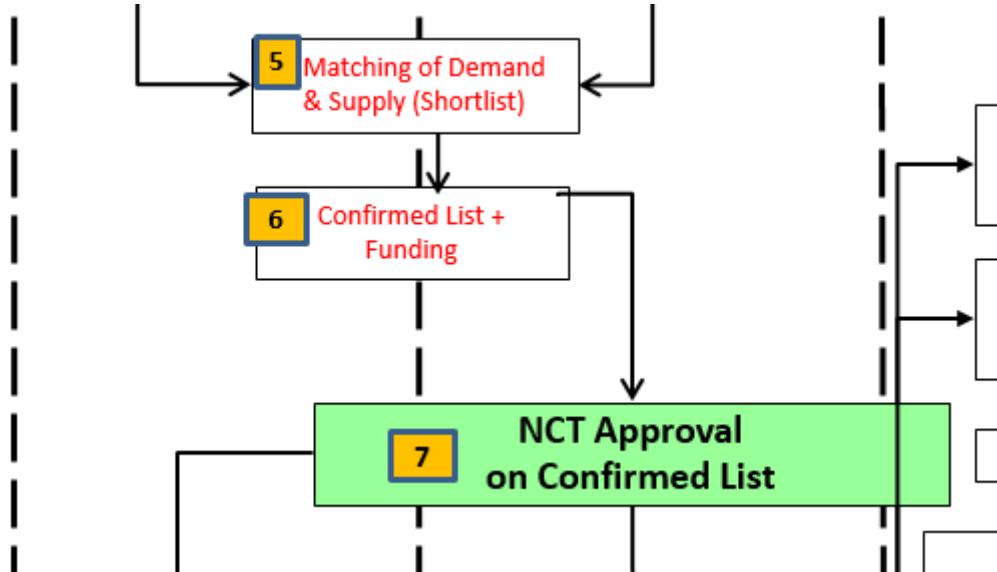


Figure 4-7 SOP for Matching Process in Project Module

Furthermore, The process of cooperation project formulation (box 8) and project preparation (box 9) also need to be done offline. The system can only facilitate a function to announce whether the preparation is completed and implementing agencies are ready to execute a project. These processes can be seen in figure 4-8.

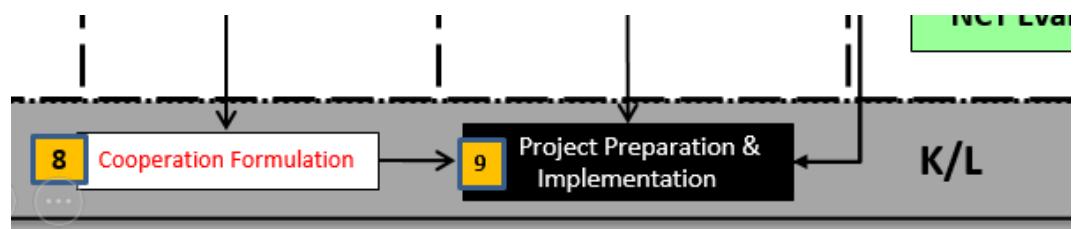


Figure 4-8 SOP for Cooperation Project Formulation and Preparation in Project Module

6 Monitoring and Evaluation

Report of the project execution can be administered in each step of the project life cycle. WG 3 is responsible for monitoring and evaluating of the reports. These are three kinds of reports that the implementing agencies will have to prepare during project implementation.

a. Ex-ante Evaluation & Report:

This report is prepared by implementing agencies in coordination with WG 3 before executing projects. WG 3 communicates with WG 2 to evaluate this report.

b. Monitoring Report and Evaluation

This report is prepared by implementing agencies in coordination with WG 3 during project execution. This report will then used in evaluating the project execution and will help create the final report.

c. Final Report

Final report is prepared at the end of the project. Final reports of implemented projects will be useful for NCT to assess the results of projects for their future projects and policy and creating an Annual Report and doing promotion and publication.

In the Current SOP, we can find this report process in box 11 for ex-ante report and box 12 for course report (see figure 4-9). All reports administered to the system can be collected (box 13) by NCT to create annual report (box 14). Annual report will be used by NCT to evaluate the overall performance (box 15). NCT can also plan promotion and publication strategy based on the annual report (box 16).

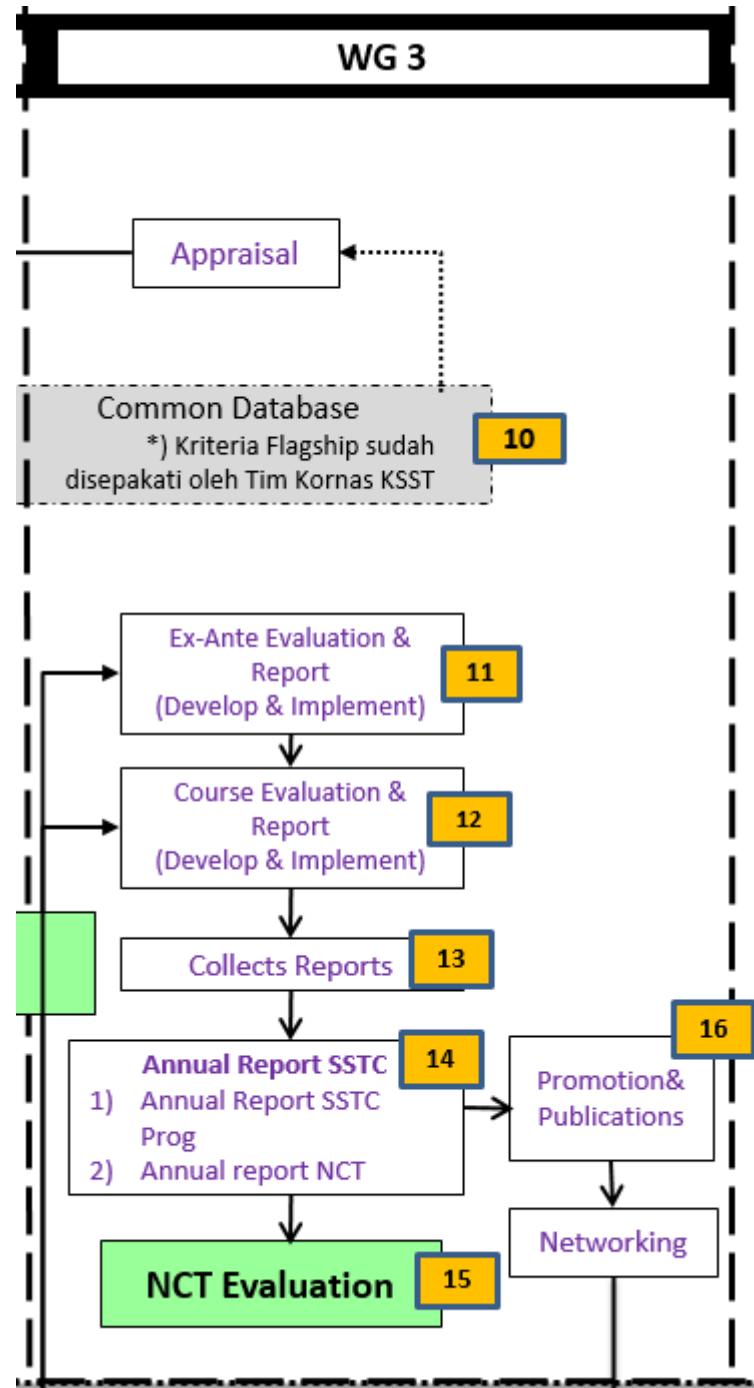


Figure 4-9 SOP for M&E Module

However, if we refer to the current SOP, not all of its functions can be accommodated by the system. Creating annual report, evaluation, promotion and publication cannot be accommodated by the system. In this case the system can only provide data and information and the process still need to be done off-line.

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Figure 4-10 shows the overall linkage between the SOP and modules of SSTC system. It shows that processes in box 7 (NCT Approval on Confirmed List), box 10 (Appraisal), box 14 (Creation of Annual Report), box 15 (NCT Evaluation), and box 16 (Promotion and publication) cannot be accommodated by SSTC Application. However, in order to do these processes, SSTC Application can provide the data or information.

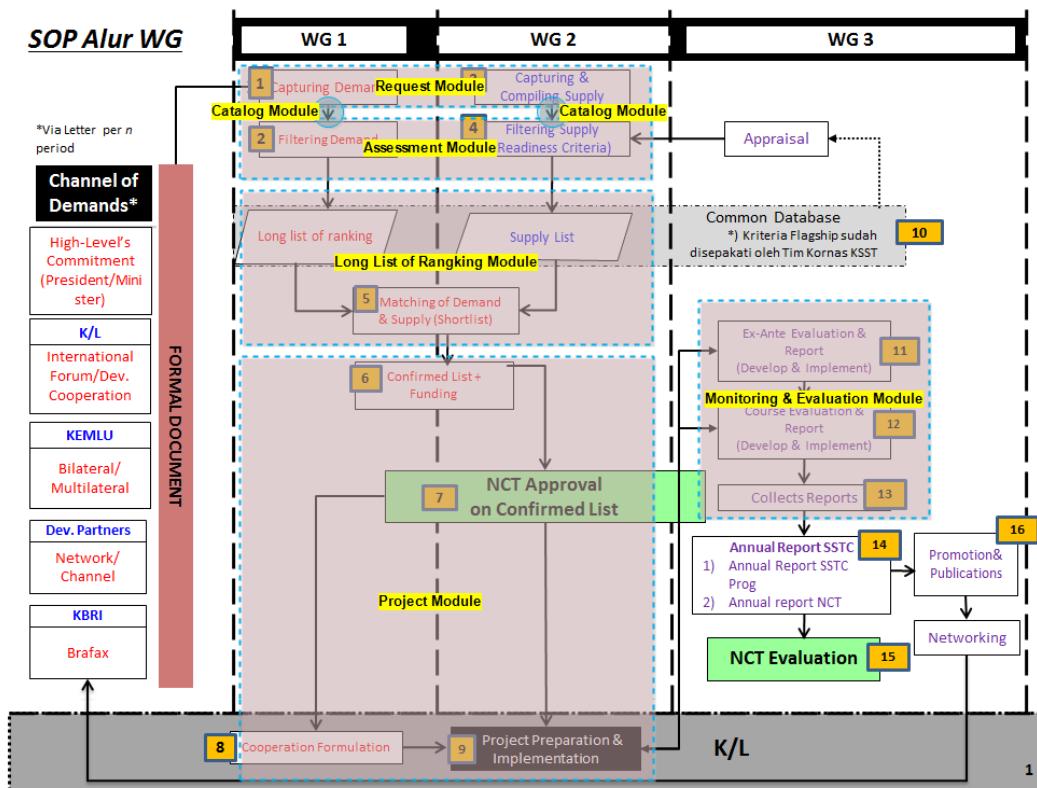


Figure 4-10 Linkage between SOP and Modules of the System

5 SYSTEM REQUIREMENT SPECIFICATION

Based on the result of system requirement identification, the SSTC system consists of six main processes. These processes are explained by using use case models. Use case is a document that specifies detailed interactions between user/actor who uses the system and the system itself. Each process consists of one or more use cases. Followings are the list of use cases for the SSTC system grouped into modules in the Figure 4.1 SSTC Process.

This section briefly describes each use case and specifies role of users who can access the function. However, in the system, there will be super admin that can access all functions in the system. The super admin account will be managed by Directorate of International Development Cooperation as the chairman of technical team of NCT.

1. Request

Request module consists of two use cases:

a. Upload Demands

i. Brief Description

This use case is a function for users to upload cooperation demands. The uploaded demands will be assessed by NCT to get prioritized request to be executed first. The uploaded demands can be accessed and be downloaded by all logged in users but cannot be removed.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1

b. Upload Supplies

i. Brief Description

This use case is a function for users to upload cooperation supplies. The uploaded supplies will be assessed by NCT. The uploaded supplies can be accessed and be downloaded by all logged in users but cannot be removed.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 2

2. Catalog

Catalog module consists of two use cases:

a. View Demand Catalog

i. Brief Description

This use case is a function for users to view demand catalog of cooperation which is submitted to the system through various channels of request. This function can be accessed by all users who have logged in to the system.

ii. Users Involved

This function can be accessed by all users

b. View Supply Catalog

i. Brief Description

This use case is a function for users to view supply catalog of cooperation which is submitted to the system. This function can be accessed by all users who have logged in to the system.

ii. Users Involved

This function can be accessed by all users

c. Download Catalog Files

i. Brief Description

This use case is a function for users to download cooperation request (demand or supply) document uploaded to the system.

This function can be accessed by all logged in users.

ii. Users Involved

This function can be accessed by all users

3. Assessment

Assessment Request module consists of two use cases:

a. Conduct Policy Assessment

i. Brief Description

This use case is a function for Admin WG 1 to conduct policy assessment to cooperation demands. This use case includes a facility to upload supporting documents.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1

b. Conduct benefit Assessment

i. Brief Description

This use case is a function for Admin WG 1 to conduct benefits assessment to cooperation demands. This use case includes a facility to upload supporting documents.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1

c. View Policy Assessment

i. Brief Description

This use case is a function for Admin WG 1 to view the result of Policy assessment conducted to cooperation demands.

ii. Users Involved

This function can only be accessed by Super Admin, Admin WG 1, Admin WG 2, and Admin WG 3

d. View benefit Assessment

i. Brief Description

This use case is a function for Admin WG 1 to view the result of benefits assessment conducted to cooperation demands.

ii. Users Involved

This function can only be accessed by Super Admin, Admin WG 1, Admin WG 2, and Admin WG 3

4. Long List of Ranking

Long List of Ranking Request module consists of two use cases:

a. View Long List of Demands

i. Brief Description

This use case is a function for all logged in users to view long list of demands which have been added to the system

ii. Users Involved

This function can only be accessed by Super Admin, Admin WG 1, Admin WG 2, and Admin WG 3

b. View Long List of Supplies

i. Brief Description

This use case is a function for all logged in users to view long list of supplies which have been added to the system

ii. Users Involved

This function can only be accessed by Super Admin, Admin WG 1, Admin WG 2, and Admin WG 3

c. Add Demands

i. Brief Description

This use case is a function for Admin WG 1 to add cooperation demands based on the catalog of demands. This use case includes a facility to upload supporting documents.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1

d. Update Demands

i. Brief Description

This use case is a function for Admin WG 1 to update cooperation demands that have been added to the system.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1

e. Delete Demands

i. Brief Description

This use case is a function for Admin WG 1 to delete cooperation demands that have been added to the system.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1

5. Project

Project Request module consists of two use cases:

a. View Projects

i. Brief Description

This use case is a function for all logged in users to view long projects which have been added to the system.

ii. Users Involved

This function can only be accessed by Super Admin, Admin WG 1, Admin WG 2, and Admin WG 3

b. Execute Projects

i. Brief Description

This use case is a function for Admin of Implementing Agency (Admin IA) to prepare a cooperation project based on approved demands (through policy and benefit assessments). Cooperation Formulation, project preparation and project implementation are still conducted off-line. The System only facilitates the announcement of status changes of projects. This use case includes a facility to upload supporting documents.

ii. Users Involved

This function can only be accessed by Super Admin and Admin IA with coordination with NCT

c. Terminate Projects

i. Brief Description

This use case is a function for Admin of Implementing Agency (Admin IA) to terminate a project. This use case includes a facility to upload supporting documents.

ii. Users Involved

This function can only be accessed by Super Admin and Admin IA with coordination with NCT

d. Extend Projects

i. Brief Description

This use case is a function for Admin of Implementing Agency (Admin IA) to extend a project. This use case includes a facility to upload supporting documents.

ii. Users Involved

This function can only be accessed by Super Admin and Admin IA with coordination with NCT

e. Update Projects

i. Brief Description

This use case is a function for Admin of Implementing Agency (Admin IA) to update the project information which have been added to the system.

ii. Users Involved

This function can only be accessed by Super Admin and Admin IA with coordination with NCT

f. Delete Projects

i. Brief Description

This use case is a function for Admin WG 1 and WG 2 to remove projects which have been added to the system. This function is needed when there are mistakes in matching demand and supply process.

ii. Users Involved

This function can only be accessed by Super Admin and Admin WG 1 and Admin WG 2

6. Monitoring and Evaluation

Monitoring and Evaluation Request module consists of two use cases:

a. Report Progress

i. Brief Description

This use case is a function for Admin of Implementing Agency (Admin IA) to report the progress of a project. This use case includes a facility to upload supporting documents. By implementing this use case, NCT will be able to compile a report classified by partner countries, sectors, locations, and implementing agencies.

ii. Users Involved

This function can only be accessed by Super Admin and Admin IA with coordination with NCT

b. Monitor Progress

i. Brief Description

This use case is a function for all logged in users to monitor the progress of a cooperation project. This function can be accessed by all users.

ii. Users Involved

This function can be accessed by all users. However, WG 3 is responsible for doing the monitoring and evaluation of the projects.

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7. Basic Functions

Basic functions of the system consist of:

a. Login

i. Brief Description

Users have to log in to the system before using the system

ii. Users Involved

This function can be accessed by all users

b. Logout

i. Brief Description

User have to log out from the system before using the system

ii. Users Involved

This function can be accessed by all users

Below is one example of the Use Case Specification (complete Use Case Specification is printed in System Requirements Specification Document):

Use Case Specification: Conduct Policy Assessment

1. USE CASE NAME

Name of this use case is Conduct Policy Assessment

1.1 BRIEF DESCRIPTION

This use case is a function for Admin WG 1 to conduct policy assessment to cooperation demands. This function can only be accessed by Admin WG 1.

2. FLOW OF EVENTS

2.1 SCREEN DESIGN

The screenshot shows the 'Analisis Kebijakan' (Policy Analysis) screen of the Indonesia SSTC Application. At the top, there is a navigation bar with links for 'Katalog Demand/Supply', 'Daftar Demand/Supply', 'Proyek', 'Dashboard', and 'Logout'. On the left, a sidebar shows a 'Demand' section for 'Diplomatic and Protocol Training'. The main area contains a table for 'Analisis Kebijakan' with columns for 'Indikator', 'Nilai', and 'Keterangan'. A dropdown menu labeled 'Aspek' is open, showing options like 'RP JPMN', 'Komitmen Tingkat Tinggi', and 'Prioritas Lain'. At the bottom, there are 'Simpan' and 'Batal' buttons. The footer contains copyright information for 2014 and the website address www.sstcdonesia.com.

2.2 BASIC FLOW

User Action	System Response
1. This use case starts when an actor is in the view long list of demands page (include view long list of demands)	
2. Actor clicks the score under 'Analisis Kebijakan' column of the demand that he/she wants to assess	
	3. System displays the detail of assessment result of the selected demand. This detail information includes all indicators (classified by their aspect). If assessment has not been conducted to the selected demand, system will display zero (0) to each indicator.
4. Actor inserts score to each indicator (classified by its aspect) and then clicks 'simpan'	
	5. System displays a notification that the scores are successfully entered and then displays the result of inserted scores (redirects to view benefit assessment page)
	6. Use case ends

2.3 ALTERNATIVE FLOWS

This part of the document explains about alternative flows

2.3.1 At step 5, if there are mistakes when filling out the forms

User Action	System Response
	1. System displays an error message that specifies the error made by the actor
	2. Alternative flow ends and return to step 4

3. SPECIAL REQUIREMENTS

N/A.

4. PRECONDITIONS

A precondition of a use case is the state of the system that must be present prior to a use case being performed

4.1 PRECONDITION ONE

Actor have logged in to the system as Admin WG 1.

5. POST CONDITIONS

N/A

6. EXTENSION POINTS

N/A.

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Entire use cases are represented in the form of Use Case Diagram as conceptual design of the system. Below is the use case diagram.

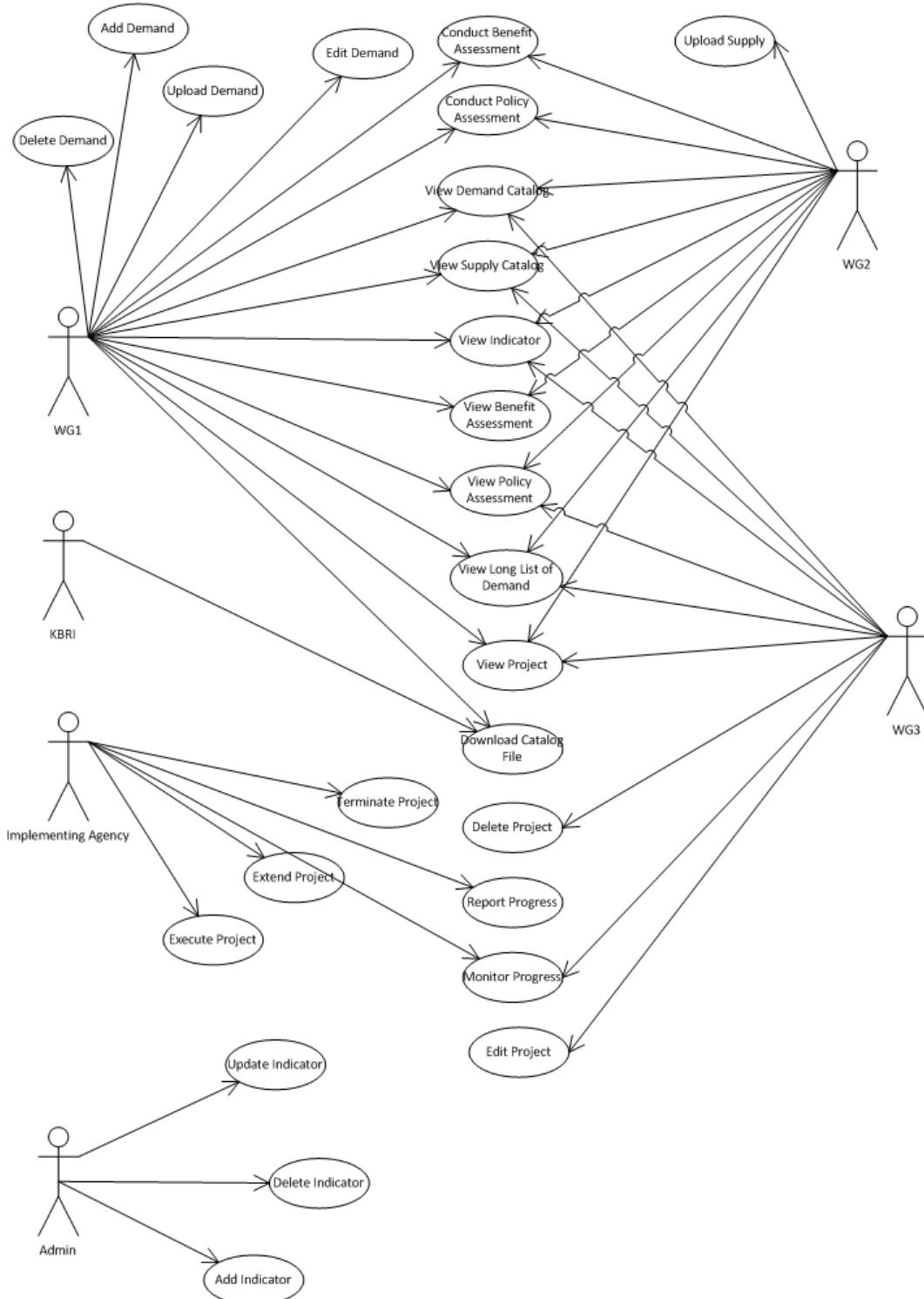


Figure 6-1 Use Case Diagram

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After developing Use Case Specification, we have developed a conceptual design that describes the relationship between the entities in a database schema. Following is the Entity Relationship Diagram (ERD) design for SSTC Application.

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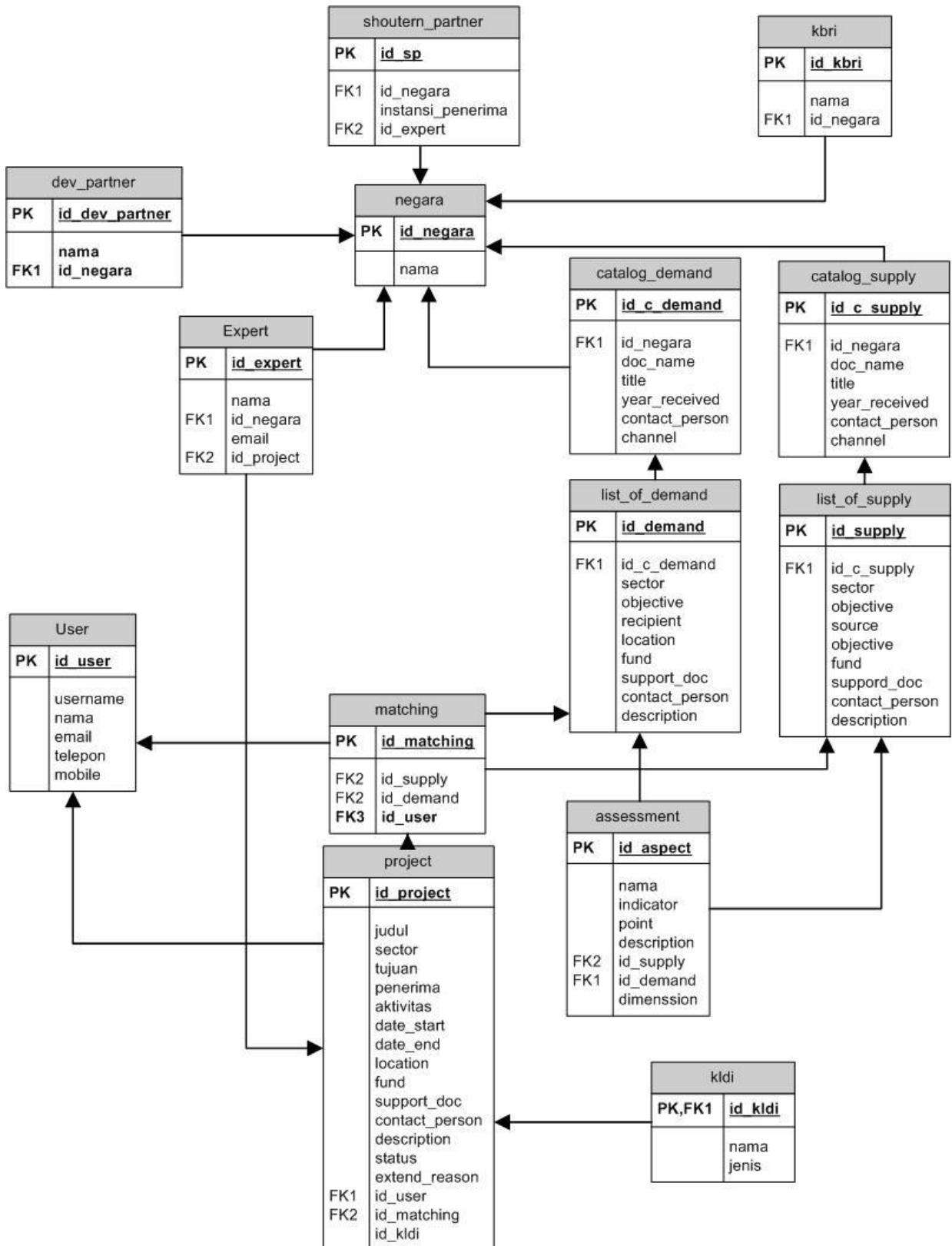


Figure 6-2 Entity Relationship Diagram (ERD)

6 CURRENT SYSTEM EVALUATION

As part of this study, evaluation on the current systems used by NCT members is also performed. This evaluation identified systems at the Ministry of State Secretariat (Setneg), Ministry of Finance (MoF), and Ministry of National Development Plan/Bappenas. This section elaborates on the survey and evaluation results of the system in each ministry.

1. Ministry of State Secretariat (Setneg)

Setneg has an information system to collect data about alumni of training activities and data about Indonesian Experts who have taken part in training aboard under the South-South Cooperation (SSC) framework. These data are uploaded in a website that is called Indonesian South-South Technical Cooperation (isstc.setneg.go.id).

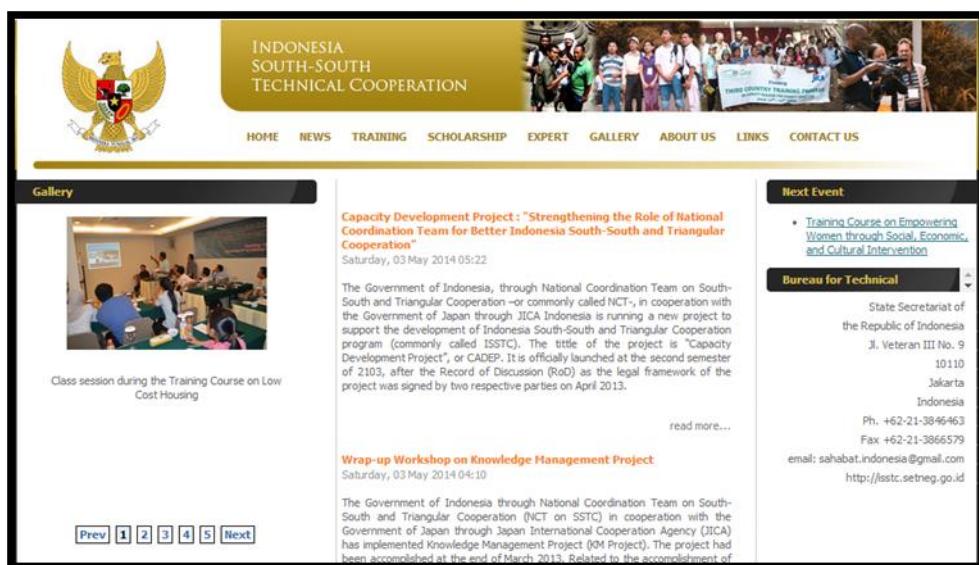


Figure 6-1 isstc.setneg.go.id

Isstc.setneg.go.id has the following features:

- Home: This page displays a list of and brief descriptions about SSC. This page also contains a slide show of pictures on SSC activities that have been conducted
- News: This page contains various news about SSC activities

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- Training: This page contains a list of SSC trainings along with their brief descriptions
- Scholarship: This page contains the information about scholarships related to SSC activities
- Expert: This page contains the information about SSC activities and a list of Indonesian Experts related to them. There is also a brief bio data for each expert.
- Gallery: This page contains the pictures that documented previous SSC activities
- About us: This page provides the information about definition, history, and other related information about Indonesian Technical Programs
- Links: This page contains a list of links to important websites related to SSC.
- Contact us: This page contains information about how and who to contact in accordance with SSC activity

Regardless of the website, the process of recording data about training alumni and data about Indonesian Experts is still done using Excel Spreadsheet. This case makes it difficult to update the data. Besides, maintenance of the website is performed by a single person. With the existence of the upcoming NCT system, this problem is hopefully resolved since the process of entering the data can be done online. Users who uses the system have to login to the system before using it, so only authorized persons can update the data. Data imputed to the system hopefully can be shown automatically by the system. All data displayed in the system should be still accessible using Excel Spreadsheet.

After evaluating the system, there are several entities of data identified:

- Training Alumni
 - Program: title of the program, time period, location
 - Participant's name
 - Sex
 - Country
 - Agency
 - Office Position

- Address of the agency office and its phone numbers
 - Address of the participant and his/her phone numbers
 - E-Mail
- Indonesian Experts
 - Name
 - Employee identification number
 - Expertise
 - Assigned task
 - Funded by
 - Other remarks
 - CV Link
 - A mark that indicates if the CV has been uploaded or not
2. Ministry of Finance

Ministry of Finance is still practicing folder sharing in managing SSC activities. The folders in which the data are stored can only be accessed by internal SSC employees. These folders contain files related to SSC activities such as list of demands, list of supplies, and several presentation material related SSC activities.

The new system hopefully has the feature to share the data online, not only for internal SSC administrators but also for all NCT stakeholders.

3. Ministry of National Development Plan/Bappenas

Bappenas has a website (<http://www.ssc-indonesia.org>) that is currently only used as a news and information portal. This website has not had features to manage SSTC activities. All SSTC activities are still recorded using Ms. Excel files.

The screenshot shows the homepage of the website ssc-indonesia.org. At the top, there is a banner featuring the Indonesian national emblem (Garuda Pancasila) and the text "Indonesia South-South and Triangular Cooperation" followed by "National Coordination Team on South-South and Triangular Cooperation Government of Indonesia". Below the banner, there is a navigation bar with three main categories: "FOR PARTNER COUNTRIES", "FOR THE GOVERNMENT OFFICIALS AND DEVELOPMENT PARTNERS", and a home icon. The "FOR PARTNER COUNTRIES" category is currently selected. A breadcrumb navigation "HOME → OVERVIEW OF SSTC IN INDONESIA" is visible. The main content area features two posts: "Overview of SSTC in Indonesia" and "SSTC at a glance". Each post includes a thumbnail image, the author ("Posted by Admin"), the date ("July 24, 2014"), and a comment count ("0"). Below each post is a "Read More >" link. To the right of the content area, there are two sidebar sections: "NAVIGATION" and "RECENT POSTS". The "NAVIGATION" sidebar lists various sub-menu items under "For Partner Countries" and "For the Government Officials and Development Partners". The "RECENT POSTS" sidebar lists recent posts: "Risalah R", "Rakor Tim", "Rules and", "Administrat", and "Vision and".

Figure 6-2 ssc-indonesia.org

This website has two main menus depending on the users' role:

1. For Partner Countries: contains the information needed by beneficiary countries. This menu has four sub-menus.
 - a. Knowledge of Indonesian SSTC
This part of the system contains the information about Indonesia's center of excellence that can be shared with other countries. There are three areas shown in this submenu, which are: Democracy, Poverty Eradication, and Macro economy management. Information about Indonesia's success story in each area is displayed. This information is displayed in the form of essay, videos that are embedded to a video sharing media such as Youtube and booklets that can be downloaded by the public. This submenu also displays a list of involved implementing agencies. Other than that, this submenu also contains the information related to the experience gained from executing training programs.

b. List of Implementing agencies

This part of the system contains a list of implementing agencies that have the capacity to facilitate SSTC activities. Information in the list is classified by its sector, such as Agriculture, Economy and Development, Education, Energy and Natural Resource, Environment, Finance, Forestry, Gender, Geology and Geophysics, Health and Drugs, Immigration, Industry, Information Technology, and Marine and Fishery.

c. Experience in Cooperation

This part of the system contains a list of SSTC programs/activities that includes experiences in implementing them. This information is classified by its sector.

d. Application Process

This part of the system provides the information on how to make a cooperation request, either it is bilateral or triangular that involves development partners. In this submenu there are links/buttons to download a proposal template for development cooperation and execution form of SSTC activity.

2. For governments officials and development partners: Contains the information needed by Government of Indonesia and development partners

a. News on SSTC

This part of the system contains the news related to SSTC activities. News can be filtered by several category such as popular, most commented, multimedia, and tags.

b. Overview of SSTC in Indonesia

This part of the system contains the information about SSTC's vision and policy and a brief description of SSTC.

c. Procedures on SSTC

This part of the system contains information about the rules, regulation, and a description about the administration process of SSTC activities.

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After evaluating the current systems, including related files (in the format of Microsoft Excel and Microsoft Word), it can be identified that data stored in the systems are:

- Cooperation proposal
 - Title
 - Title of activity
 - Objective
 - Activity type
 - Project Assistance
 - Technical Assistance
 - 1. Training
 - 2. Expert Dispatch
 - 3. Workshop
 - 4. Etc.
 - Request origin
 - Country
 - Executing Agency
 - Implementing Agency
 - Activity Schedule
 - Started from [month/year]
 - Ended at [month/year]
 - Duration [month/year]
 - Activity location
 - Funding
 - List of funding providers
 - Implementing Agency
 - Loan
 - Grant
 - Domestic Funding
 - Development Partner Counterpart Funding
 - Focus/Priority Area(s):
 - Checklist
 - Democracy and governance;
 - Economy (Macro/Micro Finance);

- Agriculture/Food Security;
 - Disaster risk management;
 - Science and Technology;
 - Infrastructure;
 - Security and defense;
 - Law;
 - Regional Planning;
 - Natural Resources and Environment;
 - Cross-cutting Issues;
 - Management Support on National Development
- Background of the activity
 - Work Scope
 - Description of the Activity
 - o Activity
 - o Output
 - o Expected Outcome
 - o Overall impact
 - Long term impact or final objective of the activity that will affect at national level
 - o Benefit
 - Direct or indirect benefit of the activity. This also explains who will get the benefit and how much the benefit will affect them.
 - Those who will get the benefit could be women, men, children, etc.
- Activity execution form for the fiscal year of 2014
 - Letter's attachment number
 - Ministry/Agency
 - Code
 - Program/Activity
 - Activity performance indicator
 - Output
 - Narrative
 - Volume
 - Sub Output
 - Fund Allocation

- State budget (APBN)
- Grant
- Target Country
- Level of priority (N, B, K,L)
- Activity execution form for the fiscal year of 2014
 - Letter's attachment number
 - Ministry/Agency
 - Code
 - Program/Activity
 - Activity performance indicator
 - Target
 - Plan for year Y
 - Progress expectation
 - 1. Year Y+1
 - 2. Year Y+2
 - 3. Year Y+3
 - Fund Allocation
 - o Plan for year Y
 - o Progress expectation
 - 1. Year Y+1
 - 2. Year Y+2
 - 3. Year Y+3
 - SSTC fund allocation
 - Level of priority (N,B,K/L)
- List of Supply
 - Code
 - Country
 - Name of Center
 - Location
 - Specialization
 - Vision and mission
 - Product and service
 - International experience
 - Address
 - Contact Person

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- Source (email, brafax, etc.)
- List of Demand
 - Code
 - Country
 - Title of project
 - Objective
 - Beneficiary
 - Activity
 - Description of the activity
 - Duration
 - Location
 - Fund estimation
 - Sector
 - Supporting document
 - Contact Person
 - Source

7 RECOMMENDATION FOR FUTURE ACTION

The SSTC Information System should be developed in modular phases. The current conditions of the NCT and conditions to be achieved in the future should be considered in setting the priority for development phases. Therefore, it is necessary to determine the development and implementation strategy of SSTC Information System. By doing so, the development and implementation of SSTC application will be carried out in a proper order.

The first problem to be solved is the duplication of the websites used by NCT stakeholders. Based on the result of current system evaluation, currently there is a main website that provides information about SSTC activities at Bappenas and there are also other websites that provide the similar information by NCT members. It is highly recommended that the information be integrated in one.

Integrating the information into a central database does not mean there could be only one application to exist. We recommend that there is only one application for the SSTC transaction (which includes capturing demand, capturing supply, assessment, and monitoring and evaluation of the projects). This application then shares the data and information to other websites.

Furthermore, the SSTC Information System is not only the transaction application but includes other supporting modules. Based on the result of this study, the SSTC Information System should have:

1. SSTC Application
2. Analysis Function
3. Knowledge Hub
4. Online Discussion
5. Impact Assessment
6. Dashboard

Development and implementation of the SSTC Information System is designed in modular phases. Priority for which modules should be developed first and which could wait is based on the time allocation and the urgency of its needs. Figure 7-1 shows the modular design of the SSTC Information System development.

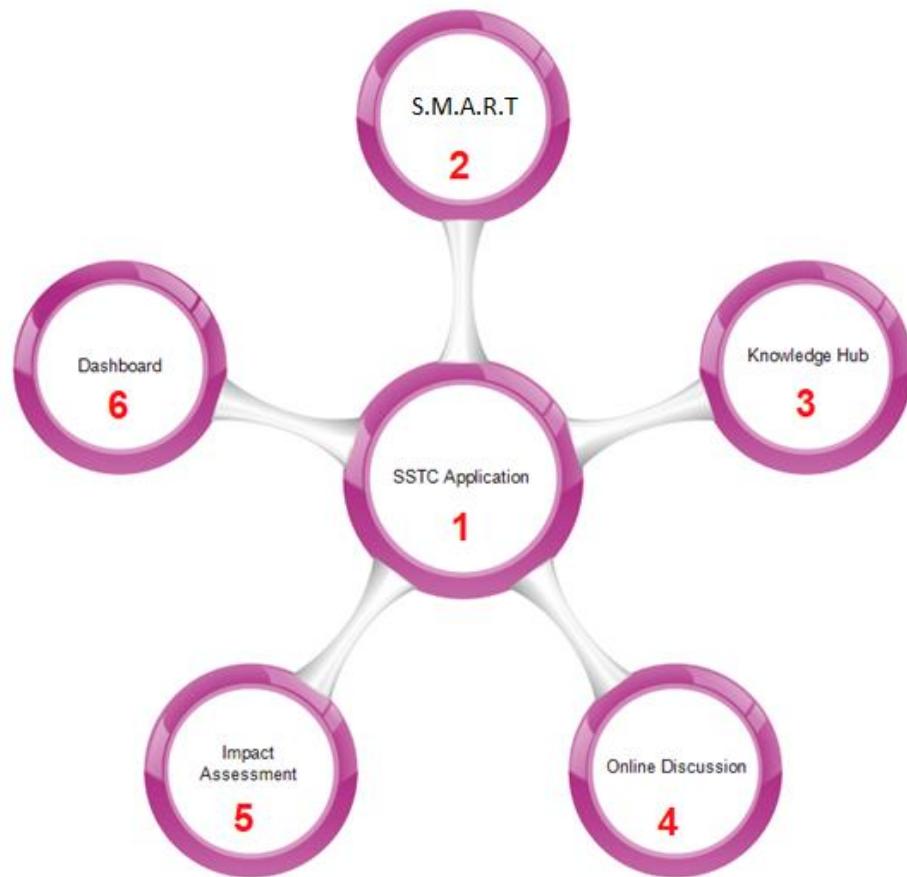


Figure 7-1 Modular Development

Aside from the afore-mentioned technicality of the SSTC systems development, based on the results of the interviews with the NCT stakeholders, it needs to be noted here that prior to proceeding to the actual development activities, it may be worthwhile to validate the current business flows of the NCT (SOPs) on manual basis and also to verify them in relation to the authority and responsibilities of those involved in the businesses while waiting for the preparation of a legal basis to enable their application.

Followings are the explanations of each module and the order by its development priority:

1. SSTC Application Module

This is the main module of the SSTC Information System. This module includes the transaction process of capturing demand, capturing supply, assessment of the demands and supplies, execution of projects, and monitoring and evaluation.

Considering its urgency on supporting SSTC activity, this module should be developed first.

2. S.M.A.R.T (Self-Monitoring, Analysis and Reporting Technology) Module

This module is used as an analytical tool for SSTC Stakeholders. This module provides stakeholders with a lot of data and information to do the overall monitoring and analysis for every project. This module should help stakeholders determining what have gone right and what have gone wrong in implementing an activity. This module gives statistical recapitulation and also detail information of activities.

After online transaction of capturing demand, capturing supply, assessing of demands and supplies, executing project and monitoring and evaluation have been enabled in the SSTC application, the next step is to make an analytical tool to know what have gone right and what have gone wrong. Therefore, the S.M.A.R.T module as an analytical tool should be the next development priority.

3. Knowledge Hub Module

This module enables Indonesia to share its experiences in implementing activities that have become its center of excellence. Other than that, after many activities have been implemented through the system, NCT will have a big database that includes many experiences in a lot of sectors. These experiences should be extracted, classified, and disseminated to other countries through the Knowledge Hub Module.

The Knowledge hub is a very important module. However, it cannot be put in the first development cycle because it can only be used after data and information have been accumulated in the system. Collecting and understanding the business process of Knowledge Hub must be done immediately, but development of the system can wait until the SSTC application can provide data and information. Therefore, the Knowledge hub is put in the third cycle of the SSTC Information System development.

4. Online Discussion Module

This module facilitates all the SSTC stakeholders to do online discussion. Coordinating many entities that are involved in SSTC activities is not an easy task. This module hopefully can help them coordinate.

This module is less urgent compared to other modules. Therefore, it should be put in the fourth cycle of the SSTC Information System development.

5. Impact Assessment

This module facilitates the stakeholders to assess the impact of SSTC program to the beneficiary after the cooperation activity has been completed. This is aimed to get a sustainable cooperation between all parties. Result of the assessment can be used by the stakeholders to make decisions and create SSTC policies.

The Impact assessment module is also an important module. However, impact assessment can only be done two or three years after the implementation of the SSTC application. This is the case because it takes time for the SSTC application to implement and furthermore impact assessment must wait the program to be completed first, especially the long term program. The Impact assessment module should be put in the fifth cycle of the SSTC Information System development.

6. Dashboard

This module facilitates the stakeholders to view information they need.

This module will be very useful for high level management. This module hopefully will help stakeholders making decisions and create SSTC policies.

Dashboard is a tool for high level management to analyze the trend of SSTC activities. The trend of the activities can be seen after three or four years after the implementation of SSTC activities. Therefore, the development of dashboard should be put in the sixth cycle of the SSTC Information System development.

APPENDIX 1

COMPILATION RESULT OF THE INTERVIEWS

1 ACTIVITY FLOW

Based on the interviews that we have done, we have constructed an activity flow as shown below:

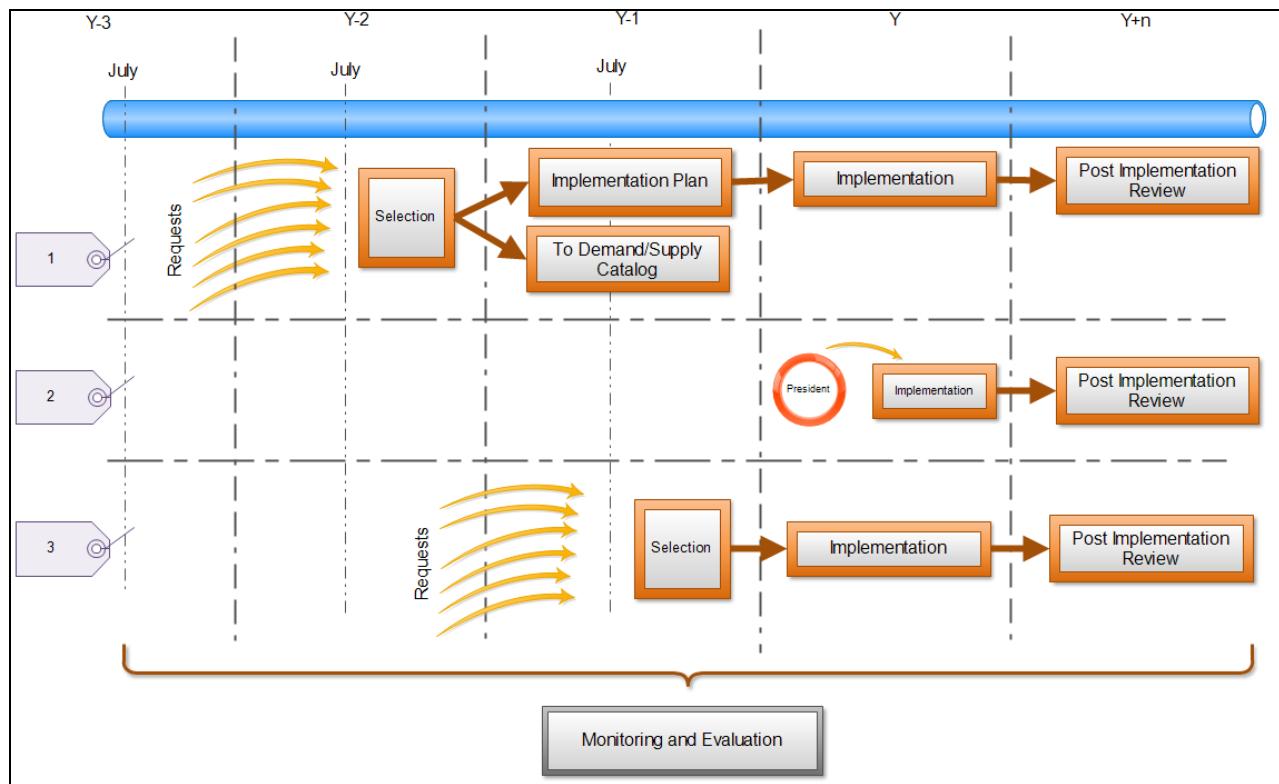


Figure 1-1 Activity Flow of SSTC

There are two kinds of requests; demand and supply. Request is considered to be demand if the requester submits a proposal that explains about their needs for aid. On the other hand, request is considered to be supply if the requester offers aid to countries that are in Seed (see K708).

Proposal, both demand and supply, mostly are submitted in year Y-3 of the fiscal year (the year when the project is conducted). That means Three years before execution of the project. However, in practice, requests can be submitted in year Y-2, year Y-1, or in the same year with the execution year. It depends on what kind of request is submitted (see NK108).

As seen in Figure 1.1, there are four possibilities of request-to-execution flow:

1. First possibility is that requests submitted from July of year Y-3 to July of year Y-2 are not listed in flagship program (not listed in supply catalog). Line ministries will have to make implementation plan in year Y-1 and execute the program in fiscal year (year Y) (see NK108).
2. Second possibility is that requests submitted from July of year Y-3 to July of year Y-2 are considered to be valid but Indonesia does not have the ability to execute the program. These requests will be listed in demand catalog. By doing so, potential development partners will be able to observe that aids are needed, but are not facilitated by Indonesia in the meantime (see K708).
3. Third possibility is that the requests come from the President. This kind of request must be accommodated in the same year (see NK108).
4. Forth possibility is that requests submitted in year Y-1 are listed in a catalog that consists of programs that have been Indonesia's center of excellence (flagship program catalog). These requests can be implemented in the next fiscal year (year Y) (see K706).

Two or more years after executing the program, post implementation review must be conducted. (see K708, K513, K609) Post implementation review is intended to assess whether the fund allocated to help other countries gave appropriate benefits to them. Monitoring and evaluation are implemented throughout the whole cycle, started from requests submission to post implementation review. By doing so, problems in implementing the program can be identified early (see K102, K103, K612, K113, K116, K202, K211, K221, K305, K520, K612, and NK316).

1.1 SELECTION

Every stakeholder can initiate a request. However, all submitted request will be evaluated in terms of their political impact, technical impact, and on issues related to funding (see K109, K208, and K308). Selection is conducted by NCT in collaboration with line ministries (see K308). Requests can be submitted directly to NCT or through line ministries. If a request is submitted through line ministries,

it still has to be assessed by those ministries in collaboration with NCT (see NK217, NK313).

First phase of the selection process is to assess the political impact of the proposed program (see K113, K302, NK403). This assessment is conducted by NCT without involving line ministries. All rejected proposals will not be processed in the next phase and their requester will be notified (see NK403). Approved demand proposals will be forwarded to the next phase (see K318, K608). Approved supply proposals without identified recipient countries will be listed in a supply catalog. Approved supply proposals with clearly identified recipient countries will be forwarded to the next phase (see K707).

The second phase of the selection process is to assess the technical impact of the proposed programs. In order to conduct this assessment, NCT need to coordinate with line ministries (see K212, K418). Rejected demand requests will not be processed in the next phase and their requester will be notified. Furthermore, if a demand request is approved, NCT will look up to a flagship program catalog to find out whether it is available or not. If it is available in the flagship catalog, it will be forwarded to the implementation phase. However, if it is not available in the flagship catalog, it will be forwarded to the next phase. (see K706). Approved supply proposal (with clearly identified recipient countries in it) will be forwarded to the implementation phase. However, if it is rejected, it will be dismissed and its requester will be notified (see K318, K608).

The last selection phase is about budgeting. In this phase, NCT along with related ministries will calculate the budget for each approved proposal. If related ministries can allocate the budgets, the requested programs will be forwarded to implementation plan. If budget cannot be allocated, the requested programs will be listed in the demand catalog. (see K206, K516, K518, NK310). The demand catalog contains list of programs that cannot be implemented in the next fiscal year because related ministries cannot allocate their budget on them (see K708, NK212). Development partners will be able to find potential aid recipients in this catalog.

Every decision about a request (whether it is approved or rejected) will be informed to the requester. If a proposal is rejected, NCT will enclose the reasons why it is rejected. The requester will be able to know their shortcomings (see K318, K608).

A complete flow of the selection phase is shown in [Appendix 3](#).

1.2 IMPLEMENTATION PLAN

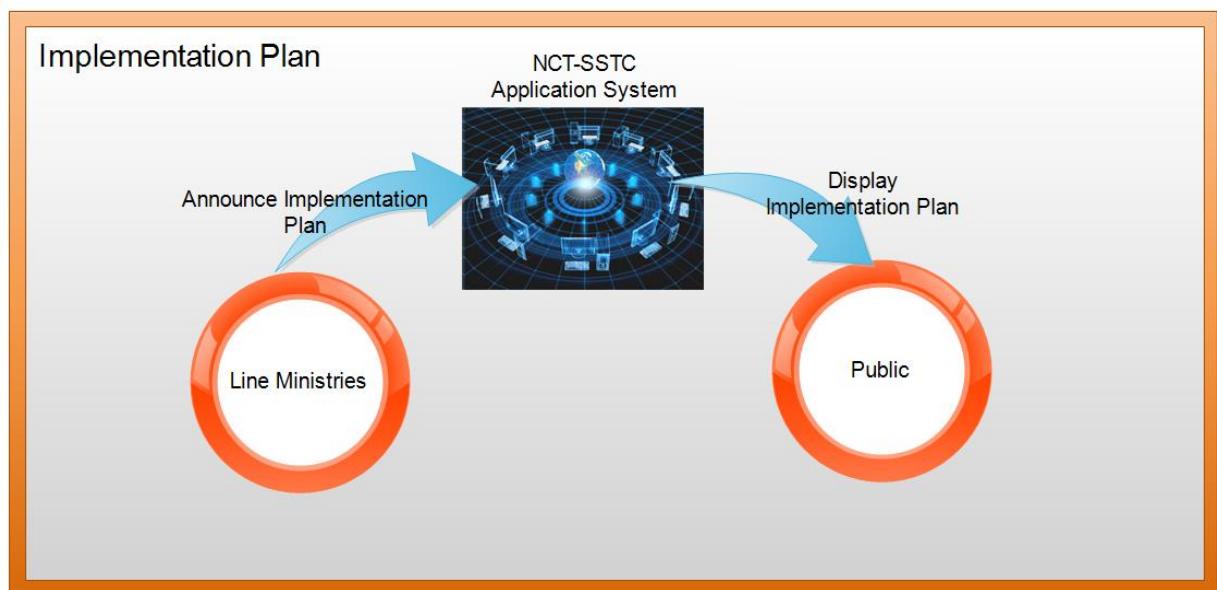


Figure 1.2 Implementation Plan

Implementation Plan is conducted to announce to public that cooperation programs will be implemented (see K405). Besides to be transparent to the public, this process is also intended to collect data about cooperation programs that are involving Indonesia. In addition to that, every stakeholder can know how much they have spent money on SSTC activities.

1.3 IMPLEMENTATION

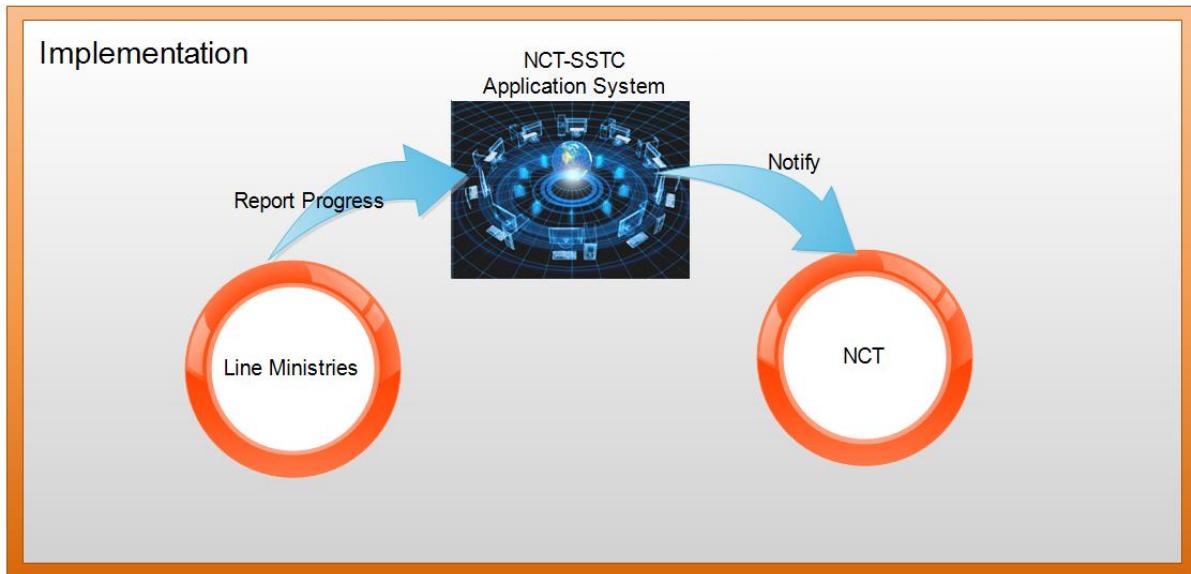


Figure 1.3 Implementation

In the implementation phase, line ministries will have to report progress of their activity. By doing so, monitoring process by NCT on how the programs are executed is easier to do (see K310, K408, K512, K513, and K521).

1.4 MONITORING AND EVALUATION

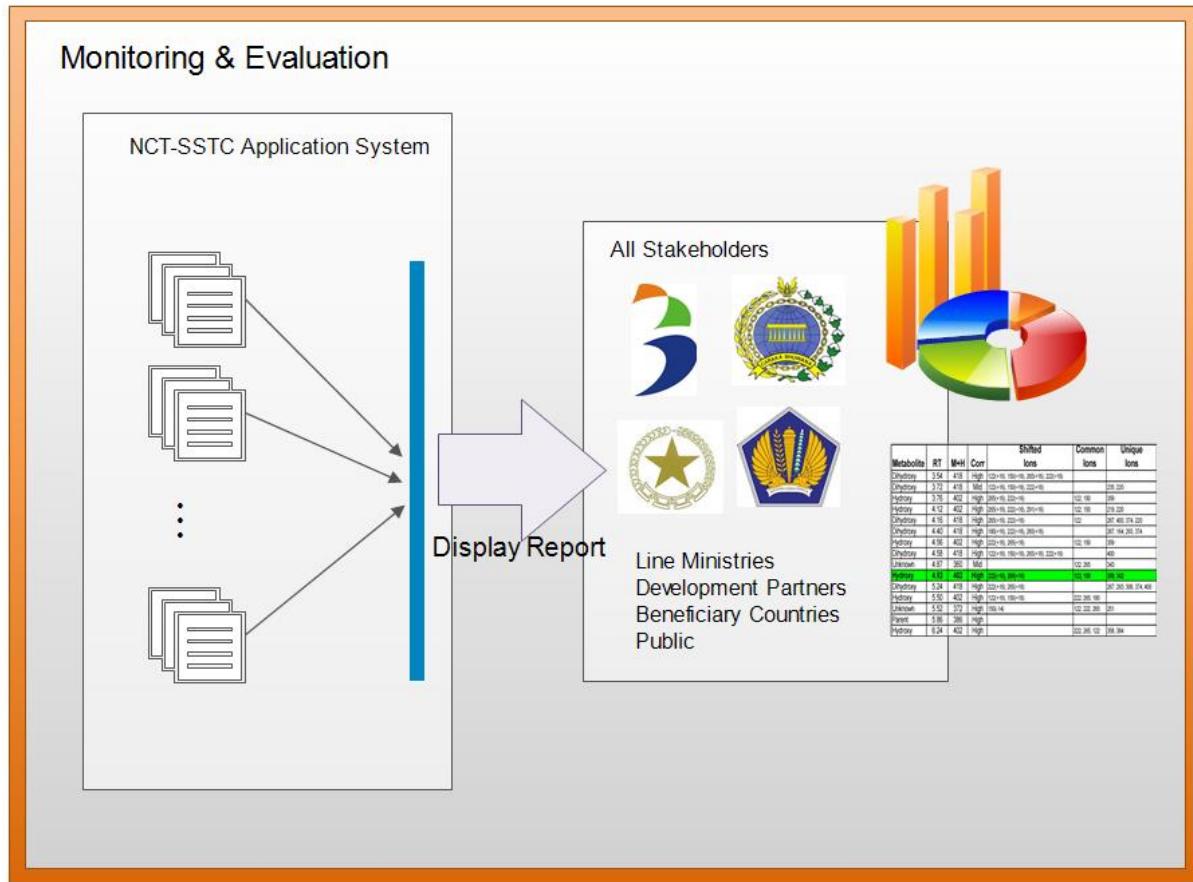


Figure 1.1 Monitoring and Evaluation

System collects data from the entire activity process (from requests submission to implementation, monitoring and evaluation) and processes them into consolidated database and reports preparation may be possible using those data provided that all required parameters will be set. Also, some of the information can be made into graphs or tables (see K116, K220, K221, K317, K611, K612, K614, and NK110). Not all the information is accessible by public and sensitive or classified data will not be disclosed, and there will be a mechanism to authenticate the users. (see K306, and NK408).

2 PROBLEMS/CHALLENGES

This section contains problems that exist in the current system, a list of general solutions to address the problems, and a list of features to be incorporated in order to realize those solutions.

From the interviews and observations, there are 21 challenges (included requests from the stakeholders) that have been identified. Eight of these challenges are directly related to Information and Communication Technology while the other 13 are in the administration/rules and regulation domain.

Followings (table 2.1) are the challenges related to Information and Communication Technology (ICT).

Table 2.1 Challenges Related to Information and Communication Technology (ICT)

ID	Challenges
STR1	Based on current system observation, most of paper works have been manually done and coordination has been done face-to-face.
STR2	Based on current system observation, security of data transaction is not guaranteed
STR3	Based on current system observation, data storage does not support big data transaction
STR4	Based on current system observation, user management has not been properly defined
STR5	There have not been database of demand and supply (see K708), database of implemented flagship projects, and database of expert (see K217)
STR6	There should be a facility for Information and data sharing (see K114, K316, K311, K613, NK116, NK312)
STR7	The system must be user-friendly
STR8	The stakeholders and wide range of interest groups can access the system (see NK211, NK114, NK115, NK117)

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Followings (table 2.2) are the challenges related to administration/rules and regulation.

Table 2.2 Challenges Related to Administration/rules and Regulation

ID	Challenges
STR9	There have not been proper rules and regulation (SOP) that put SSTC activities in order (see K10, NK221, NK311, NK412)
STR10	Role of each stakeholder is not clearly defined (see K104, K403)
STR11	NCT has not been the central gate to cooperation proposal collection (see K109, NK107)
STR12	The budgeting cycle does not allow a program to be implemented in the same year as the proposal is submitted (see K112, K412, K704, K707)
STR13	NCT 's position is weak (by law) (see K101, K309, K410, K506, K604)
STR14	There have not been assessment and selection criteria for the proposal (see K115, NK215, NK318)
STR15	The system must be administrated well (see NK111)
STR16	Cooperation requests are submitted to each ministry and each ministry executes the programs without coordination with NCT (see K109, NK107)
STR17	Monitoring, evaluation, and reporting of the activities have been done sporadically (see K107, NK109)
STR18	Based on current system observation, there has not been report on activity progress
STR19	Current system does not provide notification to all stakeholders (see K318) including notification on proposal acceptance and rejection to requesters (see K608) and notification on reporting the progress to government agencies that implement SSTC activities (K310)
STR20	Based on observation on the current system and also voiced by some, data on SSTC activities are stored separately and independently by each ministry in NCT (see K319, K514)
STR21	There have not been a proper way to do publication and dissemination of implemented projects (see K611, K612, K614)

Table 2.2 shows 13 challenges related to administration/rules and regulations. However, some of these challenges can be addressed by ICT once necessary rules and regulations are in place. STR9-STR15 are challenges related to

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administration/rules and regulation that can only be solved by NCT management and STR16-STR21 are challenges related to administration/rules and regulation that can be addressed by ICT once rules and regulations are in place.

Table 2.3 shows the preconditions to be fulfilled before ICT can provide facilities for STR16-STR21.

Table 2.3 Preconditions for STR16-STR21

ID	Preconditions
STR16	Before ICT can contribute, NCT needs to agree that all SSTC activities must be under NCT and NCT needs to make rules or regulations on this matter
STR17	Before ICT can contribute, NCT needs to agree on the content, timing and format of the monitoring and evaluation modules
STR18	Before ICT can contribute, there must be rules and regulations to obligate the implementing agencies to report their activity progress
STR19	Before ICT can contribute, there must be rules to stipulate a required timing of submitting a report and frequency for updating
STR20	Before ICT can contribute, NCT needs to agree on the operation and management of their respective database or, for another option, creation of a new one.
STR21	Before ICT can contribute, NCT needs to decide what and how they want to publish the results of implemented projects and subsequently disseminate them to the public. NCT will have to make the strategy and provide information for the system to facilitate and realize the strategy.

Focus of this study is to identify the challenges where ICT can contribute. Therefore, needs and features of the system refer only to STR1-STR7 and STR15-STR20. From the above reasoning, there are 19 needs that the system should accommodate in order to overcome the challenges identified in the previous section. Table 2.4 shows the stakeholders' needs and their references with which their challenges are associated.

Table 2.4 Stakeholders' Needs

ID	Stakeholders' Needs	STR
NEED1	The system will be the main gate to receiving the proposals (see K109, NK107, NK212, NK 312, NK 411)	STR16, STR20
NEED2	The system must provide online proposal approval module (see K415, K702, NK320)	STR16, STR1
NEED3	The system must provide online meeting forum (see K315, NK322)	STR1
NEED4	The system must provide a module to share knowledge management (see K114, K417, K613, NK116)	STR6
NEED5	Beneficiary countries or other users can access training materials (see NK 116)	STR6
NEED6	Users must be able to monitor and evaluate the implementation progress (see K310, K408, K409, K512, K513, K521)	STR17
NEED7	There must be notification to all NCT members when new proposals are submitted (see K318)	STR19
NEED8	There must be notification to all stakeholders about proposal status including alert to NCT members when a proposal has not been opened in certain length of time (see K608)	STR19
NEED9	Data storage must be integrated in one location	STR20
NEED10	System must be secured from unauthorized accesses	STR2
NEED11	The system must be accessible by many users at the same time	STR8
NEED12	The system must be able to store big size of data	STR3
NEED13	The system must be available anytime	STR8
NEED14	The system must be accessible everywhere	STR8

NEED15	There must be the flagship program catalogue, demand catalogue, and supply catalogue. (see K706)	STR5
NEED16	The system must facilitate implementing agency to report their activity progress	STR18
NEED17	There must be proper user management for the system	STR4
NEED18	There must be facility to publish information about SSTC activities	STR21
NEED19	The system must be user-friendly	STR7

After processing the information shown in table 2.4, there are 21 features that the system should accommodate in order to realize the needs identified in the previous section. Table 2.5 shows the features and their references with which their needs are associated.

Table 2.5 Features of the SSTC System

ID	Features of the System	NEED
FEAT1	Displaying information about cooperation proposals with attractive user interface	NEED1, NEED7, NEED8
FEAT2	Displaying information about Indonesia's flagship program (see K706)	NEED15
FEAT3	Displaying a list of demands in the Catalog (see K708)	NEED15
FEAT4	Displaying a list of supplies in the Catalog (see K708)	NEED15
FEAT5	Beneficiary countries can submit proposals easily	NEED1, NEED8, NEED13, NEED14
FEAT6	Email notification about proposal's status to the requesters (see K608)	NEED8
FEAT7	Notification about newly submitted proposal to NCT members (see K318)	NEED7
FEAT8	Online meeting forum for NCT members (Bappenas, MoFA, MoF and Setneg) to discuss about proposal approval (see K315, NK322)	NEED3
FEAT9	Online proposal approval (see K415, K702, NK320).	NEED2
FEAT10	Alert to NCT members when a proposal has not been	NEED8

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ID	Features of the System	NEED
	opened in certain length of time (see K318)	
FEAT11	Notification to development partners when there is a request by potential beneficiary countries to use their aid (see K608)	NEED8
FEAT12	Module to share knowledge about SSTC activities (see K114, K417, K613, NK116)	NEED4, NEED5
FEAT13	Module to report implementation progress (see K310, K408, K409, K512, K513, K521)	NEED16
FEAT14	Data storage that contains information about request proposal, implementation plan, implementation, and impact analysis	NEED9, NEED12
FEAT15	The system should have logs that record every activity done by users	NEED10
FEAT16	The system can be accessed by many users at anywhere and anytime	NEED11, NEED13, NEED14
FEAT17	User authentication and authorization	NEED10
FEAT18	There are user manuals to use the system	NEED19
FEAT19	Modules for users to do monitoring and evaluation	NEED6
FEAT20	Modules for users to publish their SSTC activity through an attractive interface	NEED18
FEAT21	Module for administrator to manage users, contents, etc.	NEED17

3 SUMMARY OF FOCUS GROUP DISCUSSION (FGD)

Focus Group Discussion (FGD) was conducted on July 24, 2014. FGD was held to discuss the findings obtained from interviews at the policy level and non-policy level. The FGD was led by Director of International Development Cooperation of Bappenas and included a presentation by the consultant team leader of System Requirement Study for the National Coordination Team-South-South and Triangular Cooperation. After the presentation, the FGD was continued with a discussion in which NCT representatives responded to the findings presented by the consultant team.

Followings are the key points of the FGD:

1. NCT is currently developing new SOP on governing SSTC activity mechanism.

The SOP covers the entire SSTC workflow ranging from reception of cooperation proposals to implementation of the approved proposals. The SOP can be used as reference material by the consultant team in developing Software Requirements Specification (SRS) document. Draft of the SOP is shown in Appendix 4.

2. There should be an alternative option for proposals selection process.

Further discussion on selection process of proposals received by NCT is still needed. There should be the same understanding on whether the political impact analysis, technical impact analysis, and readiness analysis of the implementing agency are performed sequentially (as seen on Figure 1.2) or in parallel

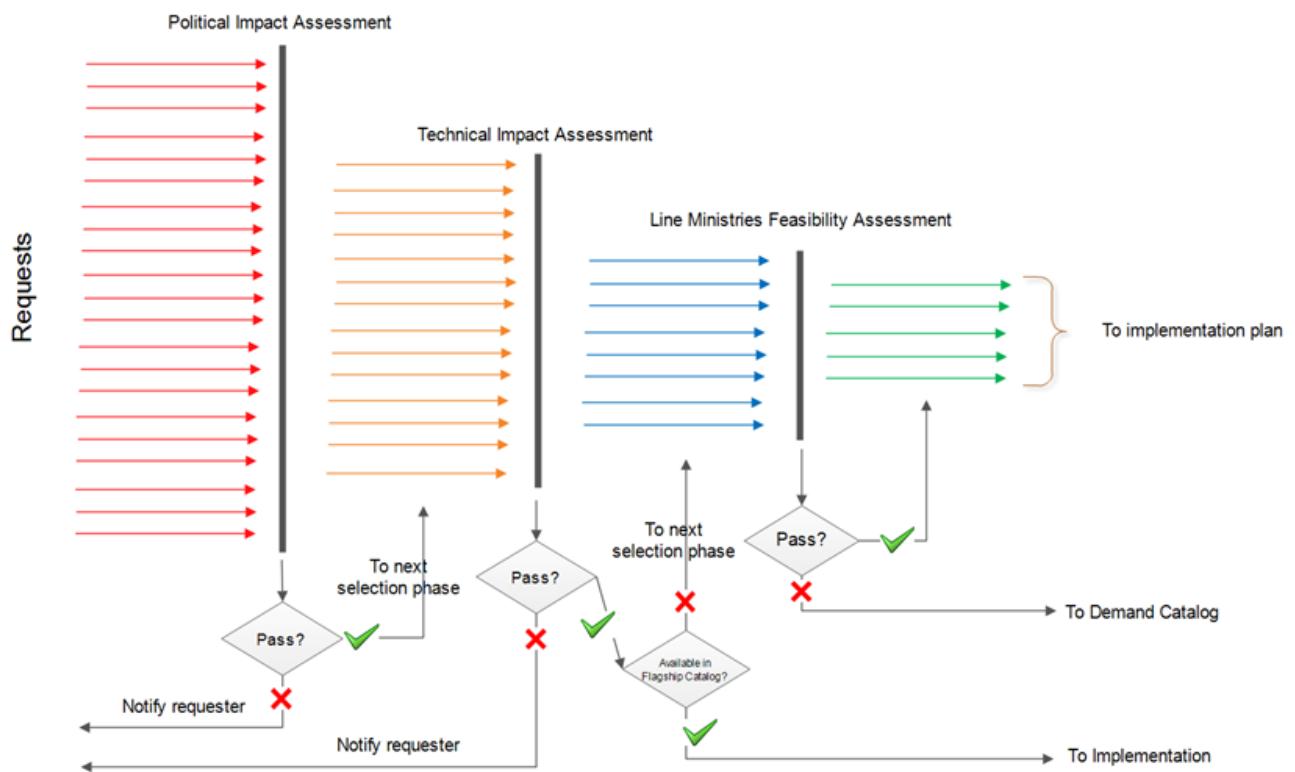


Figure 3.1 Capturing Demand

3. There should be standardized terminologies to be used in all documents

The use of terminology related to SSTC should be unified. This uniformity is necessary in order to achieve a common understanding on SSTC mechanism.
4. Further talks on roles and responsibility of each party involved in NCT should be held.

Based on the interviews, it was found that roles and responsibility of each party involved in NCT are not clearly defined. In order for the system to be able to accommodate needs of all stakeholders, clear definition of roles and responsibility are needed

5. Further talks among NCT members on key performance indicators in analyzing the impact and successfulness of SSTC activities are needed. Proposals selection process includes impact analysis of SSTC activities to Indonesia and the Southern Partners. In order for the system to accommodate this feature, key performance indicators on impact analysis must be clearly defined. Furthermore, key performance indicators are also needed to evaluate the successfulness of SSTC activities after they have been implemented.
6. There should be further study on current systems owned by ministries involved in NCT.
According to the explanation by Mr. Amri and Mrs. Rina, Ministry of State Secretariat and Ministry of Foreign Affairs already have systems and database that record SSTC activities carried out in their ministries. Therefore, it is necessary to evaluate these systems to avoid redundancy of functions and data in these systems and the system that will be built by NCT.
7. Further study on correlation between the system that will be built by NCT and Country Led Knowledge Hub (CLKH) concept which is currently being designed by Bappenas is needed.
SSTC system will record information related to SSTC activities facilitated by Indonesia. In order for this information to be utilized by all that concern, *Knowledge Management* is needed. A similar concept is also being designed by Bappenas through CLKH. Therefore, further study on possibility of integration of the two systems is needed.
8. Further discussion on classification of information exists in the SSTC system is needed.
It is regulated by law regarding Public Information Openness (UU no. 14 on 2008) what kind of information that can be and/or should be published. Therefore, it is necessary to classify the information contained in SSTC system in accordance with the regulation.

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9. There are several features which are expected to be accommodated by the system:
 - Notification that there are proposals submitted to the system should be made only in a certain interval of time
 - The system should have a catalog of experts
 - Notification to the requesters that their proposals are not approved is not needed
 - There should be user management of the system that enables each user to have different functions according to its role
10. NCT will have to hold further meeting to discuss pending issues of the FGD (such as completion of SOP, defining roles and responsibility of each party involved in NCT, etc).

APPENDIX 2

NEEDS IDENTIFICATION SURVEYS

To identify the needs of the system, several interviews and discussions are needed. The interviews were conducted with all stakeholders involved in the National Coordination Team on South-South Cooperation and Triangular Cooperation. These interviews were conducted to find out ideas, expectations, and difficulties experienced by each stakeholder. The information obtained from the interviews will be compiled in order to classify which requests are feasible to be accommodated by the system and which are not. In addition, the interview results will also contain ideas of the stakeholders which could be different from one stakeholder to the other. The mismatch of the ideas was then discussed in the FGD. Besides, in the FGD, several ideas that had not been captured in the interviews would emerge. After all, the FGD would also be a forum for the stakeholders to share information.

1 LIST OF INTERVIEWS

List of interviews done in the first month of the study is shown below:

Table 1.1 List of Interviews (Policy Level)

Policy Level	Stakeholder	Date
Ministry of Finance		
	Central of Regional and Bilateral Policy	25 June 2014
Ministry of Foreign Affairs		
	Directorate of Technical Cooperation	26 June 2014
	Directorate of Socio-Culture and International Organization of Developing Countries	4 July 2014
Ministry of State Secretariat		
	Bureau for Technical Cooperation	27 June 2014
Bappenas		
	Directorate of Politic and Communication	21 July 2014
	Directorate for Multilateral Foreign Funding	1 July 2014
	Directorate of International Development Cooperation	30 June 2014

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Table 1.2 List of Interviews (Non-policy Level)

Non-Policy Level		
	Stakeholder	Date
Ministry of Finance		
	Central of Regional and Bilateral Policy	25 June 2014
Ministry of Foreign Affairs		
	Directorate of Technical Cooperation	12 June 2014
	Directorate of Socio-Culture and International Organization of Developing Countries	12 June 2014
Ministry of State Secretariat		
	Bureau for Technical Cooperation	10 June 2014
Bappenas		
	Directorate of Politic and Communication	17 July 2014
	Directorate for Multilateral Foreign Funding	11 June 2014
	Directorate of International Development Cooperation	11 June 2014
NCT-SSTC Secretariat		11 June 2014
CADEP/JICA		16 June 2014

2 IMPORTANT POINT OF THE INTERVIEWS

Interviews at policy and non-policy levels have been done. There are important points for each interview. These are summaries that include important points of each interview.

Table 2.1 Important points of Interview with Central of Regional and Bilateral Policy at policy level

Code	Description
K101	NCT has not been supported by a strong regulation. Currently, it is only supported by Ministerial Decree
K102	It is expected that the system will facilitate NCT to publish positive impacts of SSTC activities on national interest
K103	SSTC proposal approval process must consider the economic impact for Indonesia
K104	Roles and responsibilities of each party in NCT must be clearly defined
K105	Each ministry (which is represented by one or more directorates) should have a clear responsibility (according to their domains) in the process of proposal approval
K106	The system is expected to facilitate the stakeholders' coordination
K107	The system must be able to accommodate the process of implementation, funding, monitoring, and evaluation of SSTC activities
K108	The system is expected to enable the principle of transparency in the proposal approval process. Each stakeholder should be able to see the assessment result of other stakeholders
K109	Currently, SSTC proposals can be submitted by anyone
K110	There should be a sound framework / SOP for proposal approval
K111	The system is expected to accommodate good proposal approval process. If there is any indicator not fulfilled, proposals should be categorized as "rejected"
K112	Implementation of SSTC (ranging from approval to implementation) should follow the government's budget cycle (approved proposals will be implemented in the following year)
K113	There should be an initial impact assessment of the incoming proposals (on foreign diplomacy and economic)
K114	The result of SSTC process should be able to be shared through the

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Code	Description
	system.
K115	There should be indicators to assess the successfulness of SSTC activities being conducted
K116	The positive impacts of SSTC activities on national interests must be published
K117	There should be policies to govern SSTC activities in coordination with NCT

Table 2.2 Important points of Interview with Directorate of Technical Cooperation at policy level

Code	Description
K201	A certain amount of SSC budget has been allocated every year
K202	One of the effects of SSC activities for Indonesia is the Indonesian promotion abroad
K203	SSTC may involve developing countries as recipients, developed countries as donors and Indonesia as facilitator
K204	It is expected that the NCT will be INA-AID in the future
K205	The determination of SSTC priority countries must involve other ministries
K206	The principle of SSTC activities is demand driven. Therefore, new SSTC activities will be implemented when there is any proposal from southern partner
K207	There are already criteria to determine SSTC priority countries
K208	SSTC proposals can be submitted by southern partners, NCT, or ministries
K209	Details of activities and budget allocations for each SSTC activity is determined by the implementing agency and submitted to the Ministry of Finance during trilateral meeting
K210	NCT has the responsibility to conduct proposal assessment and determine which proposals will be implemented in the form of SSTC activities
K211	It is expected that the system will facilitate NCT to publish positive impacts of SSTC activities on national interest
K212	Determination of SSTC priority countries should involve Indonesian Embassies (for regional considerations) and Government Agencies (for sector based considerations)
K213	SSTC priority countries' list is made due to the limitations of budget allocation on bilateral cooperation
K214	The decision to conduct SSTC activities does not need to be based on the priority countries list if they are not financed by state budget (APBN)
K215	State budget (APBN) used for SSTC must be recorded and reported through the system
K216	There has been no specific budget lines for SSTC
K217	Ministry of Foreign Affairs has a database of SSTC activities and database of Indonesian experts

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Code	Description
K218	SSTC proposal can be submitted through Indonesian Embassy (KBRI)
K219	The system must record budget allocated for SSTC activities, both from state budget and non-state budget
K220	There should be publication that Indonesia has already had capacity to assist other countries
K221	There should be publication that SSTC activities have positive impacts on national interests

Table 2.3 Important points of Interview with Directorate of Socio-Culture and International Organization of Developing Countries at policy level

Code	Description
K301	Roles and responsibilities of each directorate in accordance with the Working Group in which they are incorporated have been clearly defined
K302	There should be incoming proposal initial assessment from the political, economic, social, and cultural point of view
K303	The principle of SSTC activities is demand driven. Therefore, new SSTC activities will be implemented when there is any proposal from southern partner
K304	SSTC activities should be based on equality and solidarity
K305	It is expected that the system will facilitate NCT to publish positive impacts of SSTC activities on national interest
K306	The system is expected to record details of SSTC activities, although not all of the information has to be published
K307	Database of SSTC activity should be integrated
K308	The proposal of southern partners may be submitted to Government Agencies, but should be forwarded to NCT and proposal approval process will be conducted by NCT
K309	NCT has not been supported by a strong regulation. Currently, it is only supported by Ministerial Decree
K310	Government Agencies that implement SSTC activities must report their progress and results to NCT
K311	There must be assessment on successfulness of SSTC activities. If a certain activity is successful, the results should be shared to others, however if the activity is not successful then it must be evaluated.
K312	There are already evaluation guidelines to measure the successfulness of SSTC activities
K313	The system will be the main gateway for proposal submission
K314	Proposal approval process is done through offline meetings and the results are announced through the system
K315	The system is expected to have online discussions facilities
K316	The system is expected to have knowledge sharing facilities

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Code	Description
K317	The system is expected to have a publication facility on the activities and their results
K318	The system is expected to provide notification to all stakeholders if any proposal comes in
K319	The system is expected to have good user management

Table 2.4 Important points of Interview with Bureau for Technical Cooperation at policy level

Code	Description
K401	Government Agencies have a system that records their SSC activities
K402	The system is expected to integrate existing systems without abolishing these systems' functions
K403	Roles and responsibilities of each party in NCT must be clearly defined
K404	It needs additional human resources who are assigned specifically for SSTC activities
K405	There are plans to develop a website that publishes SSTC activities
K406	There are already guidelines for SSTC training activity evaluation
K407	Ideally, NCT involves only at the policy level while the implementation of SSTC activity is carried out by Government Agencies
K408	The system is expected to have facilities that enable Government Agencies to report progress and results of their SSTC activities to NCT
K409	Incentives for Government Agencies who report their SSTC activities to NCT
K410	The Presidential Decree on NCT is still being formulated
K411	SSTC proposals can be submitted by various parties, not only by southern partners
K412	Implementation of SSTC (ranging from approval to implementation) should follow the government's budget cycle (approved proposals will be implemented in the following year)
K413	If Indonesia's involvement in SSTC activities is only as experts provider, these activities can be implemented in the same year
K414	Proposal approval process is conducted by NCT as a team, not sequentially by each stakeholder
K415	Approval process can be done online when the rules have been clearly defined
K416	There have been no specific budget lines for SSTC
K417	An SSTC activity can be funded by several ministries (not only from one ministry)
K418	Government Agencies should be involved in proposal approval process to provide input regarding Indonesia's readiness to conduct

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Code	Description
	the proposed SSTC activities
K419	The system is expected to provide a special page which displays a list of SSTC activities implemented in the same year
K420	Implementation of SSTC activities can be carried out by the NGO
K421	There should be publication on SSTC activities

Table 2.5 Important points of Interview with Directorate of Politics and Communication at policy level

Code	Description
K501	Roles and responsibilities of each directorate in accordance with the Working Group in which they are incorporated have been clearly defined
K502	NCT organizational structure has been reorganized and roles and responsibilities of each Working Group has been defined
K503	NCT has not implemented SSTC activities in accordance with the new structure yet
K504	NCT is still experiencing coordination difficulties
K505	The system is expected to facilitate coordination among members of NCT
K506	NCT has not been supported by a strong regulation. Currently, it is only supported by Ministerial Decree
K507	It is expected that NCT in Indonesia has similar role as JICA in Japan or KOICA in Korea
K508	The principle of SSTC activities is demand driven. Therefore, new SSTC activities will be implemented when there is any proposal from southern partner
K509	Each submitted proposal must be assessed following certain indicators
K510	There are already SOPs that govern the proposal approval process
K511	The proposal of southern partners may be submitted to Government Agencies, but should be forwarded to NCT and proposal approval process will be conducted by NCT
K512	Government Agencies that implement SSTC activities must report their progress and results to NCT
K513	In accordance to the existing SOP, any proposal must be received by NCT and passed through initial assessment process, technical review process, budget preparation process, and if the proposal is accepted, it will go through the process of implementation, monitoring and evaluation (Government Agencies must report their implementation activities' progress and result to NCT)
K514	Database of SSTC activity should be integrated
K515	Government Agencies responsibilities to NCT on SSTC implementation are still not understood
K516	There is already SSTC budget discussed every year through trilateral meeting between Bappenas, Ministry of Finance, and Implementing Agencies

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Code	Description
K517	SSTC activities using state budget should be planned one year before the activities carried out
K518	SSTC activities using grants do not have to wait one year before implementation (no need to go through the process of planning and budget approval at the trilateral meeting)
K519	Information about SSTC activities must be classified in accordance to UU No.14/2008 about Public Information Openness.
K520	SSTC proposal approval process must consider the economic impact for Indonesia, for example the opening of a prospective market in the southern partners
K521	According to Regulation/PP.39 and Regulation/PP.40, the Government Agencies have to report all their activities to Bappenas, including SSTC activities. Therefore, data on SSTC can be extracted from the report although there is no specific budget lines

**Table 2.6 Important points of Interview with Directorate of Multilateral
Foreign Funding at policy level**

Code	Description
K601	The budget allocation for SSTC activities in each Government Agencies should be done every year
K602	The lack of specific budget lines of SSTC can be overcome by planning foreign cooperation activities not in detail to make it more flexible
K603	There should be a policy to regulate SSTC budget allocation, whether it is allocated in each Government Agency or in NCT
K604	A strong regulation that governs roles and responsibilities of NCT is needed
K605	Ideally, NCT involves only at the policy level while the implementation of SSTC activity is carried out by Government Agencies
K606	NCT has a role as an institution that has the right to know every SSTC activities undertaken by the Government Agencies
K607	Details of SSTC activities budget allocation are calculated and determined by NCT
K608	There should be a notification on proposal acceptance and rejection to related stakeholders
K609	NCT has a role to perform the monitoring and evaluation of the SSTC activities which are carried out by the Government Agencies
K610	There needs to be incentives for Government Agencies who report their SSTC activities to NCT
K611	There should be publication that Indonesia has already had capacity to assist other countries
K612	There should be publication that SSTC activities has an impact on the Indonesian economy, for example by opening opportunities to penetrate the market in the receiving country
K613	Results of SSTC activities should be shared through the system
K614	There should be publication that SSTC can improve the bargaining power of Indonesia in the world

Table 2.7 Important points of Interview with Directorate of International Development Cooperation at policy level

Code	Description
K701	Proposal approval process is done in parallel by each stakeholder through an offline meeting and the outcome of the meeting was announced through the system
K702	If within a certain time offline meetings cannot be held, approval process can be done online
K703	There should be assessment on implementing agency's readiness in conducting SSTC activities
K704	Implementation of SSTC (ranging from approval to implementation) should follow Indonesia's budget cycle. Demand is received from August to July which then studied by NCT. The subsequent process is planning and implementation of activities in the following year
K705	The principle of SSTC activities is demand driven. Therefore, new SSTC activities will be implemented when there is any proposal from southern partner
K706	The system must have a database of flagship program
K707	There should be other ways to provide supply since when budget cycle is followed, the implementation of the proposal could be one or two years later
K708	The system is expected to have a catalog of demand and supply
K709	The system is expected to record details of SSTC activities. Not all information needs to be available for public (there should be a process of filtering/classification of information)
K710	There needs to be incentives for Government Agencies who report their SSTC activities to NCT

Table 2.8 Important points of Interview with Directorate of Technical Cooperation and Directorate of Socio-Culture and International Organization of Developing Countries at non-policy level

Code	Description
NK101	Directorate of Socio-Culture and International Organization of Developing Countries has a role to handle issues on South-South cooperation at the global level
NK102	Directorate of Technical Cooperation, in accordance with the objectives of the Directorate General of Information and Public Diplomacy, aims to improve the image of Indonesia
NK103	Directorate of Technical Cooperation coordinating with Government Agencies and development partners serve as a provider of technical activities
NK104	Ministry of Foreign Affairs, in particular Directorate of Socio-Culture and International Organization of Developing Countries, is in the frontline on international cooperation management, both at bilateral and multilateral levels. Ministry of Foreign Affairs knows the level of relationship between Indonesia and other countries
NK105	The entire list of proposed technical cooperation will be collected by the Directorate of Technical Cooperation
NK106	Directorate of Technical Cooperation will identify and prioritize which countries will be assisted
NK107	Submitted proposals can come from the embassy (Ministry of Foreign Affairs), Bappenas, or the State Secretariat. Sometimes there is direct submission to implementing agencies. It is expected that there should be one agency in charge on international development issues
NK108	Implementation of the SSC, to demand from Indonesia's budget proposal, can be done in two ways according to the time of execution: When the implementation of demands is funded by state budget, execution time could be: <ol style="list-style-type: none">1. Two years after proposal submitted, align with the budget cycle.2. In the same year, when it is instructed by the President, or when the program is made flexible to fit the budget cycle
NK109	Guidelines for the evaluation already exist, but it is still performed sporadically. Monitoring and evaluation have not been done as planned. In the future, monitoring and evaluation need to actively involve relevant ministries to determine the outcome of the programs
NK110	The system is expected to provide information on all SCC programs

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Code	Description
	that have been implemented, in the form of SCC annual report. The report can be used to gain image in international forums
NK111	Currently, though the government agencies work on SCC activities solely, they can still be monitored since there are administrative processes that they must follow related to NCT
NK112	The system must be able to identify proposal submission time zone
NK113	When SSTC activities involve development partners, it is expected that it will be funded by development partners, not by Government of Indonesia
NK114	The system should be able to be accessed by NCT, donor agencies, and development partners.
NK115	The system should be able to be accessed by members of parliament so that they know the SSC activities undertaken.
NK116	The system should be able to facilitate country representatives to share knowledge, information, and materials of SSC activities
NK117	The system should be able to be accessed by NGOs and the private sector as partners
NK118	Ministry of Foreign Affairs has list of priority countries including areas of cooperation
NK119	The system should be accessible from anywhere
NK120	The system should be able to provide information in order to make decision during proposal approval

**Table 2.9 Important points of Interview with Directorate of Bureau for
Technical Cooperation at non-policy level**

Code	Description
NK201	International cooperation before 1990 involved Bappenas, Ministry of State Secretariat, Ministry of Foreign Affairs, and the Ministry of Finance to decide whether a partnership should be established or not
NK202	There should clarity on the roles and responsibilities of NCT members.
NK203	NCT should act as agency, policy maker, gateway and main regulator of the entire international cooperation activities
NK204	NCT has not been able to coordinate on a regular basis. Ideally, NCT should work in the same place to facilitate better coordination process.
NK205	State Secretariat works at technical level. Setneg has the responsibility to organize the implementation of the project that includes preparing the training, coordinating with technical ministry, and coordinating with Ministry of Foreign Affairs, etc...
NK206	Setneg does not only contribute on SSTC when Indonesia acts as provider but also plays a role when Indonesia is in a position as recipient
NK207	Setneg has responsibility to organize things related to administrative, tax exemptions, building leases, and permits to departure abroad
NK208	NCT is divided into 3 Working Groups (WG). Each WG has a focal point
NK209	In the past, proposals are submitted through diplomatic channels. Today, proposals may come in through Bappenas, State Secretariat, Ministry of Foreign Affairs, or the Ministry of Finance. If we have time to meet, we will organize a coordination meeting but if we don't, Setneg usually execute the program without coordination with NCT
NK210	Proposals may come from southern partners, development partners, or Indonesia
NK211	Ministry of Foreign Affairs has a role to determine priority countries by considering inputs from relevant ministries. It is based on sectors such as education, agriculture, etc.
NK212	There is already a development partner catalog complete with their sector preferences. This information is used to determine which programs to be implemented in the beneficiary country
NK213	Funds will be allocated when the proposals have been approved. Activities will be implemented in 1-2 years after the proposal is

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Code	Description
	submitted
NK214	Monitoring and Evaluation process have existed but they were still done incidentally for each activity. There has been a small team to conduct evaluation process
NK215	There are still no key performance indicators
NK216	There should be a regulation from Bappenas on which countries are included in our priorities, which sectors, and how much budget to allocate.
NK217	The system is expected to be the main gate in terms of receiving proposals
NK218	The system is expected to facilitate each user with inbox and outbox that include the attributes as to where the incoming messages are to be forwarded
NK219	The information system that is used by Setneg is owned by Setneg alone, not by NCT
NK220	The information system owned by NCT has not been fully implemented
NK221	The SOPs about SSC activities are not fully implemented
NK222	The users of the system will be NCT and related ministries

Table 2.10 Important points of Interview with Directorate of International Development Cooperation at non-policy level

Code	Description
NK301	Bappenas involvement in NCT, as mandated by constitution (UUD 1945), is to urge the establishment of peace in the world
NK302	NCT has steering committee, technical team, working group, and Secretariat
NK303	The role of each team member in NCT has been defined for each Working Group. There are the role of institutional arrangements, funding programs, monitoring and evaluation, and knowledge management
NK304	NCT has responsibility on managing at policy level
NK305	Government Agencies act as implementing agencies
NK306	NCT members can also act as implementing agencies
NK307	Ideally, for every activity they do, implementing agency should coordinate with NCT. However, this procedure has not been fully implemented
NK308	Bappenas has the role to formulate SSTC policies
NK309	Bappenas and Ministry of Finance make resource envelope at the beginning of each year to determine SSTC funds for every ministry
NK310	Bappenas, Ministry of Finance, and line ministries hold trilateral meeting every year
NK311	Currently, there are no regulations that support SSTC activities, so the SOP has not been implemented
NK312	Currently proposals are submitted to Ministry of Foreign Affairs, State Secretariat, and Bappenas. It is expected that the proposals is submitted to NCT as the only entrance gate.
NK313	Currently, the Indonesia SSTC website only displays information in the supply point of view
NK314	The system is expected to display catalog of demand information obtained from capturing demand process
NK315	The system is expected to be able to display annual information of Indonesia's contribution on SSC for activities to be implemented, being implemented, and has been implemented
NK316	Currently, monitoring and evaluation is conducted only when the activity is completed. It is only on the output of the program and satisfaction aspect of the participants. Monitoring and Evaluation has not reached the impact analysis of the program. Monitoring and Evaluation has not performed to assess the essence of the activities (outcome of the activities)

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Code	Description
NK317	In the context of triangular cooperation, we have CPS (Country Partnership Strategy) to determine which development partners will be assigned to carry out the activities
NK318	There are still no key performance indicators
NK319	The system should be able to determine whether the incoming demand comply with the predetermined priority
NK320	The system is expected to facilitate online proposal approval
NK321	The system is expected to facilitate online document sharing
NK322	The system is expected to facilitate online meetings for coordination process
NK323	NCT, Southern Partners, foreign workers, and domestic workers involved in SSC programs will be the users of the system
NK324	The system must be in accordance with the agreed SOP.

Table 2.11 Important points of Interview with Directorate of Politics and Communication at non-policy level

Code	Description
NK401	Working Group 1 has the role of capturing demand and is chaired by Director of Technical Cooperation of Ministry of Foreign Affairs. Mrs. Sili, Director of Politic and Communication of Bappenas become vice chairperson of Working Group 1.
NK402	Director of Technical Cooperation of Ministry of Foreign Affairs has responsibility to update the list of priority countries
NK403	The priority country list is made by considering a comprehensive overview of all issues on foreign policy by Directorate of Politic and Communication. In addition, it also refers to Medium-Term Development Plan document prepared by Directorate of Politic and Communication
NK404	At first, SSTC activity is all about foot printing in the Southern Partner. However, in the long run, the goal is actually to gain tangible benefits to Indonesia
NK405	SSTC activities would gain better advantages if it was associated with opening of a prospective market
NK406	There must be socialization on the importance of SSTC activity at national and international level
NK407	Indonesian Parliament needs explanation that SSTC activity is not a waste but rather give advantages to Indonesia
NK408	The system is expected to have data filtering process, so that certain information is only accessible by the right people
NK409	Benchmarking on similar system from other country is necessary
NK410	The system is expected to facilitate the users to match what Indonesia provides and what other countries need
NK411	It would be better the system could facilitate a one-stop service for submitted proposals
NK412	SOP draft on proposal selection has existed but has not yet been implemented.

**Table 2.12 Important Points of Interview with Representatives of
CADEP/JICA**

Code	Description
NK501	JICA has been responsible for the implementation of technical cooperation activities under supervision of the Ministry of Foreign Affairs (MOFA) of Japan
NK502	JICA has been a special public corporation fully owned by the Japanese government in accordance with the relevant act
NK503	The Japanese ODA (Official Development Assistance) is composed of 4 layers. The committee for foreign economic cooperation under the cabinet forms its strategy, the MOFA together with other concerned ministries are responsible for planning, JICA is responsible for project/program implementation, and also NGOs/private sector/others can also participate in its implementation to make their contribution.
NK504	JICA naturally accumulated extensive experiences, information/data, and know-how in the implementation and management of its projects/programs. Gradually, JICA had built up its ground to provide indispensable information and advices to the MOFA and other ministries with regard to the ODA
NK505	JICA's modality of delivery has been changing due to the government policy to get more private sector participation where appropriate
NK506	JICA's experts on managing a project are those who have technical assistance management skill, whereas technical execution is done by those who have the relevant technical skills.
NK507	In relation to the role of NCT, the MOFA here can take up a role of its traditional role of diplomacy and international relations, but when it comes to international development, the NCT can develop its expertise in economic and technical development of a nation as a manager
NK508	In each country, depending on its own circumstances, organizational set ups are different
NK509	Bappenas is responsible for development planning and budgeting and its expertise are in these areas, therefore they are certainly in the position to extend its assistance to other developing countries based on their knowledge and expertise
NK510	Ministry of Foreign Affairs in Tokyo instructs its embassies to solicit assistance requests for the upcoming fiscal year. Then, each embassy communicates with its counterpart ministry in the country and compiles a dossier together with a local JICA representative office.
NK511	The proposed projects will be considered in a normal annual budgetary process and the ministry can accommodate other project

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Code	Description
	proposals which may arise irregularly
NK512	Selection of projects to be implemented in a particular fiscal year requires due consideration so that we try to consider every aspects such as region, sector, priority, etc.
NK513	JICA does not collect requests from website but they do it through a single channel of counterpart ministry like Bappenas. Therefore, a control mechanism and authorization can be carefully considered
NK514	Ownership of a recipient country for assistance is important for the success of a project/program. Therefore, recipient country should designate a recipient country's organization to be an implementing agency for the project.
NK515	In case when a recipient country cannot adequately write a project proposal with required information, JICA helps them in enhancing their proposal writing skill

APPENDIX 3
TRANSCRIPTS OF INTERVIEWS

Respondent

Name : Amri K Sumodiningrat

Bureau: Bureau for Technical Cooperation

Ministry : Ministry of State Secretariat

Date : 10 June 2014

1. What is the SSTC (South-South Triangular Cooperation)?

The history of SSTC begins with the development cooperation intended to help other countries. Indonesia since its independence (in 1945) has always received the development aid in the form of donation for example from Japan (JICA).

Starting from 1981, Indonesia was able to share and give aid to other countries, for example in the form of training. It marked the beginning of South-South Triangular Cooperation (SSTC). The concept of SSTC basically is Indonesia as a provider, as a bridge. However, before, we (Indonesia) are the recipient. We receive development assistance in the form of technical assistance. The point of the term is essentially that cooperation involves two or more developing countries. For example Indonesia-Timor Leste (bilateral), if it involves a third party, for example with JICA, then it becomes South-South Triangular Cooperation. This third party can be other countries, or international organizations.

Model of overseas cooperation formerly → For example: there is overseas aid from the U.S. to Indonesia. The four Ministries conduct meeting together, which is led by KTLN at the State Secretariat (Leading for document preparation, administration, etc.). The project is then implemented by other ministries. The matters associated with financing as such are handled by the Ministry of Finance. For matters relating to the exchange of memorandum are through the Ministry of Foreign Affairs.

So formerly, it was "drafted" by the Committee of the KTLN. This mechanism maintained until the 1990s.

2. What is the role of NCT (*National Coordination Team*)?

Considerable interest of other countries to share the information with Indonesia eventually encouraged the establishment of the team called the Coordination Committee of Foreign Technical Cooperation (Based on law) in 1967. The core members of KTLN committee were the State Secretariat, Bappenas, Ministry of Foreign Affairs and the Ministry of Finance with its secretariat located in the KTLN Bureau at the State Secretariat (Foreign Technical Cooperation Committee Secretariat).

However, the mechanism of cooperation through this KTLN was maintained until the 1990s and slowly began to disappear. In the 2000s after our fairly good development since reformation, there were many requests from other countries to share the knowledge of the development. Finally, since 2010 we began to work again and these four ministries began to meet again to discuss this south-south cooperation and formed the NCT (National Coordination Team).

So far, the role of NCT has not been clearly defined. The role and duty of the four Ministries are also still blurred, overlapping. There is no distinction in it, because the policy institution is also conducting technical matters. Policy institution should not conduct the technical matters.

Therefore, ideally NCT acts as the agency, policy former, becomes the center of incoming proposals and becomes a major regulator of the entire international cooperation activities. And the NCT should be able to overcome the overlapping problem of the roles among these ministries so that every result of overseas cooperation project undertaken can be measured well.

3. **NCT team consists of Bappenas, Ministry of Foreign Affairs, the State Secretariat, and the Ministry of Finance. In practice, does the NCT team work together in one building / room? Or it just a working group that works independently (in different buildings and places) but coordinating each other in regulating matters relating to SSTC cooperation?**

As explained before, NCT has not run well. It can be analogized as a plan without real implementation. The parties in it have not got a clear definition of their roles, and have not been able to coordinate on a regular basis. Ideally, the NCT team works in the same place in order to facilitate any necessary process in triangular cooperation.

4. **What is the role of the State Secretariat?**

- The State Secretariat assists only at the technical level. Once there is an agreement to assist the development in other countries, the State Secretariat handles for the implementation thereafter, such as setting up training, coordinating with relevant ministries, coordinating with Ministry of Foreign Affairs to conduct training for recipient countries, etc.
- In addition, the State Secretariat handle not only matters related to the SSTC (acts as a provider), but also we (Indonesia) as a recipient of development aid. Thus, the State Secretariat plays a role on both sides. From the recipient side we handle matters related to the assignment of foreign workers in Indonesia, training in Indonesia, equipment aids, etc. The role of the State Secretariat is in the area of government approval such as residence permits for foreign workers and implementing scholarship. As a provider, the State Secretariat assists the delivery process of Indonesian experts who will conduct training abroad, and so forth.

- Matters related to administration, tax exemptions of goods delivered, leasing of buildings, departure abroad permits, all are under the authority of the State Secretariat.

5. How is the relationship between the State Secretariat, Bappenas, Ministry of Finance, and Ministry of Foreign Affairs?

The State Secretariat, Bappenas, Ministry of Finance, and Ministry of Foreign Affairs, are incorporated in a team, the national team. In this team, these ministries are divided into 3 working groups (WG) wherein each of them has focal point, respectively. These ministries should work in accordance with the assigned WG.

6. What is the current submission procedure of bilateral and triangular cooperation proposals?

There has not been a system or a mechanism that is actually running. And in essence there is no mechanism or procedure that is pure and rigid for the submission of cooperation proposals. As for the ways of proposal submission, the procedures were as follows:

- Previously the request was usually conveyed through diplomatic channels, entering through embassies of Indonesia abroad, goes to the Foreign Ministry, and then was discussed by the KTLN committee.
- As for now, in the era of national coordination team, the proposal requests can go through Bappenas, the State Secretariat, Ministry of Foreign Affairs as well as Ministry of Finance. But its implementation, if the proposals go through the Ministry of Foreign Affairs, for example, the project will be undertaken directly by the Ministry of Foreign Affairs itself (partially is like it). However, if they have time to conduct a meeting, it will be discussed first but this is not systematically, only case by case.

Demands for cooperation with Indonesia can be derived from:

- Proposals can be proposed by a third country because it finds a successful program conducted in Indonesia.
- Proposals can be proposed by development partners (for instance JICA)
- A request for cooperation comes from a third country but it asks donors' help to prepare a proposal. The proposal was submitted by the development partner, namely Japan. Thus Japan gets request from the government of Timor Leste to study a certain case from Indonesia.

7. How is the mechanism to select the third country? Will every proposal be accepted, or are there other considerations?

This mechanism is in Ministry of Foreign Affairs' domain. One of the Ministry of Foreign Affairs' roles is to organize the policy of determining which regional and which sector will be accepted, determining which country will be assisted and which one will not be assisted. Mapping of the priority countries depends on inputs from other ministries, so that, mapping based on sector (education, agriculture, etc.) is more precise and accurate.

8. What is the mechanism of the development partner selection for a cooperation program?

We already have a complete catalog of development partners with indications of which sectors they are interested in. The coordination team then decides which program is suitable with the list.

9. How about the funding issue? Is it already budgeted earlier or just in time as the requests submitted?

Budget is allocated after the proposal has been submitted and approved since most of the new project will be carried out in 1-2 years after the proposal submission.

10. Could you explain the Current Process of Monitoring and Evaluation of The SSTC Cooperation Programs?

Monitoring and Evaluation process already exists but is incidental for each project. We usually have a small team responsible for project evaluation. For Indonesia as a provider, the State Secretariat has prepared a mechanism for monitoring and evaluation of the training ranging from the preparation of training, SOP of training, post-evaluation, to the content of training. Most of training that is conducted by the State Secretariat are triangular and originated from a chat with donor agencies, such as JICA.

11. Is there any performance indicator in the implementation of this SSTC cooperation program?

There is no indicator of the program's success.

12. What is expected from the SSTC information system?

As before, there must be clarity of structure and roles of ministries involved in NCT. If we assume that the structure and roles were clear, then the information needed are:

- Policy is in Bappenas domain, go to countries that we can help and what sectors are in Foreign Ministry domain, and funding is in Ministry of Finance domain.
- This system is expected to be the main gate in terms of acceptance of the proposal.

- Each WG has inbox and outbox.

13. According to you, why the information system needs to be realized?

Because there is not yet an integrated information system that supports the work of NCT or national team in terms of handling international cooperation. Applications, information systems and websites that already exist today only belong to the State Secretariat, not to NCT. Even if there was a system, websites, databases, as well as SOP related to the NCT, they have not been implemented entirely. In addition, the coordination among the ministries in terms of international cooperation is still done manually.

14. Who will be the users of this information system?

Certainly the ministries incorporated in the NCT.

15. What is the procedure you want to apply in this information system?

As before, there must be clarity of structure and roles of the ministries in NCT. Without clarity of structure and inter-ministerial agreement, the information system will not work effectively. Therefore, about procedures in the information system, it is better if we define the structure of the NCT and the role of each ministry involved earlier, so that information in the NCT can flow smoothly.

Respondent

Name : Priyanto Rohmattullah, Ade Johansyah

Directorate : Directorate of International Development Cooperation

Ministry : Bappenas

Date : 11 June 2014

1. Why does Bappenas take part in SSTC activities

It is mandated by our constitution (to participate in realizing world peace, UUD 1945)

2. What are roles and responsibility of the stakeholders?

NCT has steering committee, technical team, Working Group, and secretariat. Roles of the stakeholders are in line with which working group they are in. The roles are on institutional arrangement, program funding, monitoring and evaluation and knowledge management.

In SSTC, Bappenas takes part in handling the activities at policy level while other Government Agencies are in bound as implementing agencies. There are four ministries involved in NCT. They are Bappenas, MoFA, Setneg, and MoF. All of them are in bound in core team (policy layer). However, they could also serve as implementing agency when conducting SSTC activities.

3. Based on what Setneg says, there are cooperation proposal that come in to them and then they execute by themselves without coordinating with other ministries. What is your thought about it?

In this case, they act as implementing agency. Although the four ministries are incorporated in NCT, it does not mean that they cannot have a role as implementing agency. Ideally, because we are

incorporated in NCT, for whatever we are doing (in terms of SSTC activity), we have to communicate with each other. However, the real situation today is that we are still fragmented.

4. What is the role of Bappenas in SSTC?

Bappenas is responsible for the policy level. While other ministries, namely the Ministry of Foreign Affairs, Ministry of Finance and the State Secretariat play a role as the implementing agency.

According to Government Act number 25, Bappenas is in the context of planning. Among its products are RPJP (long-term), RPJM (5-year medium-term), RKP (short-term, yearly). In RKP there is a topic about SSTC.

In order to organize RPJM implementation, Bappenas conducts planning and budgeting functions (joint with the Ministry of Finance). Bappenas coordinate the planning activities and its funding in each year. In addition, the Ministry of Finance and Bappenas will make the resource envelope (top-down) at the beginning of the year. In the resource envelope, there will be determined amount of funds for each ministry. After that, it will be discussed in trilateral meeting. The meeting is led by Bappenas and MoF with line ministries as member of the meeting. Line ministries will have to present how much budget they have got. Budget that they have got are still indicative ceiling. The budget is still temporary. It will be finalized then by the regulation on state budget (APBN).

In 2012, SSTC was prepared to be included in the trilateral meeting. Currently SSTC has no binding rules, so the SOP has not been implemented

5. How is the current proposal submission procedure of bilateral and triangular cooperation?

Currently the proposal is submitted to each ministry. Bappenas, Ministry of Foreign Affairs, the State Secretariat as well as the Ministry of Finance can receive the proposal. But in the future, we want a one-gate policy; through NCT, so that it can be more easily regulated. Moreover, submitted proposals do not have detailed specifications about what cooperation they are willing to conduct.

6. That means in the future NCT will be the only gate (for the proposals)?

Yes

7. What kind of information that will include in the system?

In SSTC website, there is only information from “supply” point of view. However, these supplies are still scattered in each government agency. In other hands, we also need to capture demands from developing countries. Up until now, most of the demands go to MoFA. It is expected that the demands will be captured via the system.

The point is, we will develop a system that captures requests and lists them based on parameters that we have defined. It will be discussed by NCT.

It is also expected that the system will have a database. We formerly had database that included activities and funding so that we could know how much is Indonesian contribution in SSC (South-South Cooperation) in every year. This report is usually requested to be presented in international forums. The database should include data about activities we have done, activities we are currently doing, and activities to be done in the future. Activities to be done in the future could be identified from demands that have been captured.

8. How Is the Current Process of Monitoring and Evaluation of the SSTC Cooperation Program?

Monitoring and evaluation process have not yet become a habit. Monitoring is conducted only when the activity is completed, and the participants are only evaluated as satisfied or not (only the output). Essentially, the process of monitoring and evaluation carried out so far are not about whether the program is beneficial or not (the outcome). In addition, there has been no effort to ensure that our cooperation partners actually implement the things that have been shared in their countries.

9. About program preparation process, after NCT approves the proposals, NCT will assign an implementing agency to execute the program. However, How does NCT chose a development partner for the activities?

In triangular context, we already have Country Partnership Strategy (CPS), for examples, between Indonesia and America, Indonesia and JICA. There have been their preferences on what sectors they are interested to be involved in there. All we have to do is match their preferences with demands from southern partners.

10. So NCT already have list of development partner and when there are request submitted NCT will only have to match them?

Yes, ideally is that way. However, we are still discussing about this matter.

11. Is there any indicator of the success in the implementation of this SSTC cooperation program?

There is no indicator of the program's success.

12. What is expected from the information system of this SSTC we built?

- Measure the incoming demands and their compatibility with the predetermined priorities.

- Online proposal approval
- Menu for sharing document
- Online meeting Forum, in order to facilitate the coordination process

13. According to you, why the information system needs to be realized?

Because the system we have today is not going well and is not yet integrated.

14. Who will be the user of this information system?

NCT team, recipient country, foreign and domestic personnel involved in the cooperation program.

15. How is the procedure you want to apply in this information system?

In accordance with SOP that has been prepared (referring to the SOP).

Respondent

Name : Ambrosius Thomas, Rina Setyawati

Directorate : Directorate of Socio-Culture and International Organization of Developing Countries

Ministry : Ministry of Foreign Affairs

Date : 12 June 14

1. What is the role of the Ministry of Foreign Affairs (Foreign Ministry)?

There are two directorates in the Ministry of Foreign Affairs, firstly, Directorate of Socio-Culture and the International Organization of Developing Countries. Their role is to handle issues about south-south cooperation at the global level, secondly, the Directorate of Technical Cooperation (under the General Directorate of Information and Diplomacy). In accordance with its hierarchy, it aims to improve the image of Indonesia. Directorate of Technical Cooperation, in particular, acts as a provider of engineering activities coordinating with institutions/line ministries and development partners.

In conclusions, the Directorate of Social and Cultural has its role at the global level while the Directorate of Technical Cooperation has the role to implement programs at the technical level.

The relationship between the directorates can be seen for example through the implementation of training. Directorate of Technical Cooperation will solicit inputs from Directorate of Social and Cultural associated with the topic of training that will be conducted. Directorate of Technical Cooperation then considers whether the topic is in line with the goals of UN or not, is it still relevant or not, and so on. However, essentially, the input on the training topic can also be obtained from other directorates, as well as from the Embassy of Indonesia in the country where the training is conducted.

The Ministry of Foreign Affairs (especially the Directorate of Social Culture) is in the frontline in terms of the international cooperation management, both bilateral and multilateral levels. Later, the entire list of technical cooperation requests will be collected by the Directorate of Technical Cooperation. They will identify the country based on priority scale that they have defined. Not all countries can be approved. In addition, the Ministry of Foreign Affairs also ensures that the technical cooperation assistance is given to the appropriate party (based on reasonable grounds).

2. How is the submission of bilateral and triangular cooperation proposal today?

The current proposal submission is done through various ways. There is direct submission to Ministry of Foreign Affairs. There is also a direct submission to the Bappenas, or to the State Secretariat. And even sometimes there is direct submission to the technical ministries, through the President office, and others.

A desirable ideal condition is actually we should have an agency that takes care of the international cooperation program as a whole. Thus all development partners and countries who want to submit a request for aid will be administered by that institution. Additionally, other countries that had previously been the recipient and are now able to give aid, the average of them has a special institution that takes care of the problem.

3. Can a program be executed in the same year as the proposal submitted? has the funds for the program been allocated in the same year?

It depends on how urgent the program is. Indonesian budget cycle cannot accommodate such thing. Therefore, the programs we are executing today are those that we proposed two years earlier. Besides, based on our budget cycle, it must be proposed and then be discussed in trilateral

meeting. However, we must prepare it first unless there are instructions from top leaders to implement the program just in time, for example the aid for Myanmar when it was hit by a storm. The President directly went there and gave an instruction to help. In addition, there are also programs that we have allocated funds for, but because of one thing and another they cannot be executed. In this case, we redesign the programs and use the budget allocated to them for other southern partners.

4. That means there are no KPI to assess if a program is successful or not?

It is about monitoring and evaluation. We already have guidelines for the evaluation, but it is still performed sporadically. So we have never conducted the monitoring and evaluation, in a planned and scheduled way. In addition, in the future we want the process to involve other ministries in monitoring and evaluation, so that we can know whether the program is implemented by State Secretariat, or Bappenas, or Ministry of Finance. Furthermore, we can know whether the program is beneficial or not for the concerned country, and so on.

5. What kind of feedback does Indonesia get from SSTC activities?

For Ministry of Foreign Affairs, perhaps the success or failure of cooperation programs carried out can be reflected through the good image and the number of other countries supporting Indonesia in international forum. For example, in the Indonesia's nomination for X position in international forum, assistance/cooperation program is said to be successful if the countries we were building cooperation with, contribute their voice to select the representative of Indonesia.

So, our indicators can only assess from performance accountability point of view. They cannot assess from effectiveness and political impact point of view. That is because they are designed to assess things in terms of budgeting lines.

- 6. Based on activity and budgeting plan document (RKAKL) we have not defined what country to be assisted yet?**

Yes, not yet.

- 7. That means, when we are assisting other countries, the data about it have not been recorded yet?**

It is recorded in LAKIP. In LAKIP, it is mentioned the number of participants (of the training) and in what country it is held. LAKIP is reported to MoF and Bappenas. However, we do not have the complete report of the activities. Each ministry make its own report. It is expected that in Working Group 3, we can have annual report of SSTC activities that are facilitated by Indonesia.

- 8. If each ministry executes its own SSTC activities, that means the role of NCT to filter the submitted proposals becomes useless?**

They always communicate with NCT when executing SSTC programs. So far, the four ministries in NCT have worked well. We conduct training programs that are in line with the other three ministries programs. At least, they are in line in terms of administrative point of view. For an example, when a ministry holds a training program, they will have to communicate with MoFA or Setneg to administer visa.

- 9. According to you, what kind of information is needed in this system (information related to the job description of Ministry of Foreign Affairs)?**

- The Ministry of Foreign Affairs acts as an initial verifier for submitted proposals because we definitely know the level of relationship among Indonesia and other countries. We also can notice its sensitivity.
- List of the priority activities / trainings

- The system with detail time zones of the whole world, in order to facilitate users in identifying the time zone of the proposal senders

10. What is the real concept of the triangular? Does Indonesia funds activities in developing countries or it is a joint fund activity?

In simple words, the concept of triangular that we, Directorate of Technical Cooperation have is that Indonesia should not spend money in the activities. We have capacity, we have experts, we have institutions that can help, but we should not spend money on the activities. We provide the experts and development partners provide the budgets.

11. That means, a program can be executed in the same year if it is not funded by state budget?

Yes if it is incidental. It is more flexible than when it is funded by state budget

12. If the budget is from development partners, does it have to be passed to MoFA or directly to line ministries? Or to the four ministries in NCT?

It can be forwarded to anyone of them. It can be forwarded to MoFA or directly to the line ministries or to the four ministries in NCT. Established development partners are usually aware of the existence of NCT. However, other development partners usually communicate directly to the line ministries.

13. What is expected from the information system of this SSTC we built?

- A website that contains information that can be accessed by anyone. However, the website is for internal use only, between the user with donors and development partners

- The system which is also accessible for parliamentarians (so they know the cooperation activities undertaken by their country)
 - The system that can accommodate the preparation of annual report, which can record the activity of SSTC in annual basis
 - The system that allows the beneficiary countries' representatives who have been trained to share the implementation of knowledge gained during the training (which is carried out in their country)
 - The beneficiary countries' representatives can access last year training materials
 - An integrated information system with embassy of Indonesia in the beneficiary countries, especially the country that still has difficult/limited internet access. This system is needed to conduct monitoring and evaluation process
 - Publication media of the cooperation activities/programs that have been implemented
- 14. How is the mechanism of selection of a third country? Does every country submitting a proposal bound to be accepted, or there are other considerations?**

We already have a list of priority countries, complete with suitable cooperation sector. However, for activities that are already budgeted and planned, generally the mechanism is through open bidding. So, KST can prepare a list of activities/programs that will be conducted in the following year. At the beginning of the year KST notifies/disseminates information about the activity to the public. After that, the prospective partners (countries) will come to offer themselves to participate in the planned activities.

15. According to you, why the information system needs to be realized?

In order to facilitate the process of coordination among the ministries in NCT and among the technical ministries, as well as to simplify the process of monitoring and evaluation of the cooperation program conducted abroad.

16. Who will be the user of this information system?

- Stakeholders, such as the four main ministries; the state representatives whom are given assistance; and the development partners (donor institutions).
- The staff of Indonesian Embassy in foreign countries
- Parliamentarians
- NGOs and private parties that become partners of cooperation

17. Where will this information be used?

The information will be used by authorized users, wherever they are, for example, by the embassy of Indonesian staffs in foreign countries to confirm whether the incoming cooperation request to the embassy is in the priority list of activities or not.

18. What will the information be processed into?

It will be used as the basis of the consideration whether the proposals is good enough to be sent into the next phase of the cooperation.

Respondent

Interviewees : Representatives of CADEP JICA Team

Date : 16 June 2014

1. This transcript contains

JICA was established in 1974 and has been responsible for the implementation of technical cooperation activities under supervision of the Ministry of Foreign Affairs (MOFA) of Japan. It's status has been a special public corporation fully owned by the Japanese government in accordance with the relevant act. The Japanese ODA is composed of four layers. The committee for foreign economic cooperation under the cabinet forms it's strategy, the MOFA together with other concerned ministries are responsible for planning, JICA is responsible for project/program implementation, and also NGOs/private sector/others can also participate in its implementation to make their contribution.

Similar to the current situation of Indonesia, each ministry had been providing assistance to developing countries independently until these were consolidated into JICA due to a government policy. Ministry of Finance, Ministry of Agriculture, Ministry of Construction and others all had had their own unit/department for the development assistance and maintained communication with their counterpart ministries in foreign countries and of course had their own budget. Each ministry based on its own priority and justifications and in coordination with mainly MOFA and the Ministry of Finance could conduct their own assistance activities. And, as the implementer of the assistance, JICA was expected to work along with their decisions for the delivery of assistance. Those days due to the hierarchy in the government bureaucracy, JICA did not have much say in the policy formulation and assistance planning.

While the above-mentioned mechanism was still in place but the international current for the ODA changed as years have passed. And,

JICA naturally accumulated extensive experiences, information/data, and know-how in the implementation and management of its projects/programs. Gradually, JICA had built up its ground to provide indispensable information and advices to the MOFA and other ministries with regard to the ODA.

For more than 25 years JIAC has been formulating a country specific study for respective beneficiaries in oversea in order to based its view and opinions and make responsible decisions. Also, aside from practical deliveries of economic and technical assistance to recipient counties, JICA conducts extensive development studies and strategic planning making. And, they have become such an asset of JICA to enable planning and advice to those in need based on the evidence and research.

About 20 years ago most of JICA experts were seconded from technical ministries or their affiliated organizations. But now, most of the experts have been recruited from private sectors. And, more and more outsourcing of project deliveries has been taking place. Even at JICA the modality of delivery has been changing due to the government policy to get more private sector participation where appropriate.

Speaking of the role of JICA, I as a JICA expert consider myself an expert on technical assistance management. I may not be an expert to grow rice and vegetables, construct a bridge, immunize children, but I can certainly have a basis to discuss and understand the core issues with technical experts in delivering and managing a project. My knowledge in technical areas might be shallow but wide because I cannot leave technical aspects all to the experts alone. In relation to the role of NCT, the MOFA here can take up a role of its traditional role of diplomacy and international relations, but when it comes to international development, the NCT can develop its expertise in economic and technical development of a nation as a manager. In reference to this, the UNDP coordinates the technical agencies of the UN and used to conduct a 5-year country development plan.

At the moment, I feel that each stakeholder of the NCT knows its role, but is not certain how it works. They have a general understanding of its role but are not sure about the mechanism and administrative arrangements for it to function and meet expectations

Thailand is also one of the emerging aid providers. They have an organization called TICA and it is under the Thai Foreign Ministry. Foreign assistance coordination used to be under the prime Minister's Office but was reorganized under the Foreign ministry when it was established. As you can see, in each country depending on its own circumstances, organizational set ups are different.

Bappenas is responsible for development planning and budgeting and its expertise are in these areas. They publish a blue book every year and every single development program/project should be registered in it. The government cannot allocate a budget if a project is not registered in this book. I think they are certainly in the position to extend its assistance to other developing countries based on their knowledge and expertise.

Other responsibility of the NCT is accountability for its activities because it uses the state budget in implementing projects. They can share with the public the information on how tax money has been spent bringing in benefits to Indonesia and beneficiary countries

2. Explanation on how the Japanese government approves a proposal

Each year the Ministry of Foreign Affairs in Tokyo instructs its embassies to solicit assistance requests for the upcoming fiscal year. Then, each embassy communicates with its counterpart ministry in the country and compiles a dossier together with a local JICA representative office. The proposed projects will be considered in a normal annual budgetary process and the ministry can accommodate other project proposals which may arise irregularly. Selection of projects to be implemented in a particular fiscal year requires due consideration so that we try to consider every aspects such as region, sector, priority, and etc. We also take note

of the balance of on-going and new projects. In such priority making the MOFA is responsible for its decision and JICA provides required information in the process of decision-making.

In case of Indonesia, it can be a little different because their embassies may not have the capacity ours` have. Besides, your budgetary system is different.

Indonesia has an idea to use a website of the NCT for assistance application taking. In our case, we do it through a single channel of counterpart ministry like Bappenas. We maintain a continuous and constructive dialogue with them to discuss and finalize a list of projects to be implemented. If we consider use of a web site for application acceptance, issues such as the legitimacy of submitted application arose as certainly not everyone can access the web site for this purpose. Therefore, a control mechanism and authorization for the access can be carefully considered.

JICA considers the ownership of a recipient country for assistance important for the success of a project/program. We therefore agree with a recipient country to designate a recipient country`s organization to be an implementing agency for the project so that they know that they are responsible for the project in its execution process and eventually the result, and JICA will assist it to attain the purpose of project/program.

In the beginning of cooperation, a recipient country often cannot adequately write a project proposal with required information. In that case, JICA will start assisting it from proposal writing skill enhancement. If it is started from this stage, it takes relatively long for a project to start and complete, but we consider it necessary to bring about a desired changes.

Respondent

Name : Parjono

Position : Head of Central of Regional and Bilateral Policy

Ministries : Ministry of Finance

Date : 25 June 2014

- 1. NCT team consists of National Development Planning Agency, Ministry of Foreign Affairs, State Secretariat, and Ministry of Finance. What is the legal standing of NCT?**

It is still not strong, current legal standing is in Minister Decree. If we want to make it in a higher level, it can be as Joint Decree among several ministers, Presidential decree, or Presidential regulation. Yet it does not seem there.

- 2. What is your expectation toward NCT? Since there is a ministry that feels comfortable with this situation, because of fear to public opinion emerged that building the domestic community has not been successful, why we even assist other countries?**

Money on cooperation is not to be discarded, and the public will know its benefits and its positive impact. As government officials, we live like in an aquarium, people know what we eat. Our society is clever. There are at least three layers of supervision, the first is Senayan, the second is journalists, and then the society. The society will inevitably shout out if there is anything wrong.

Everything will be visible and therefore all of us have to think positively. Indeed, the part brings public opinion, which public? Our people are already smart. Never think or fear that the public will be politicized. If we take cover under the fear of opinion, we will not go forward.

3. Actually, what is the role of the Ministry of Finance (MoF) in NCT?

The role of Ministry of Finance is related to funding issues or financing, and also proposals approval based on the economic impact of the cooperation programs.

4. How is the relationship among State Secretariat, National Development Planning Agency, Ministry of Finance, and Ministry of Foreign Affairs? Is it true that coordination is still not well established? Then what is the appropriate and desirable procedure?

Ideally, the scope of each stakeholder and things need to be assessed by each ministry, have to be clear. In addition, the information system built should be strict, not affected by the change of people in the organization.

5. How is the coordination mechanism and condition of existing information system?

The current system tends to be manual, the exchange of information is mostly done by mail and mere formality, still not exploring technological capabilities. With the existence of NCT, and the presence of stakeholders in many agencies, it is expected that information can be received and disseminated to all stakeholders immediately.

6. What are the difficulties faced today?

Actually there is no difficulty, even without using any system, it is actually a simple matter. But the existence of the system will change something from good to perfect. The main point is that clear assessment on the implementation, funding, monitoring and evaluation, should be incorporated in the system. It is expected that the existence of the system will change the culture since the system requires a fair, strong, and transparent culture. The openness is also essential in terms of assessment, for example if Ministry of Finance assesses the pre-defined

domains, other stakeholders can review the results and check whether it is a fair assessment or not.

7. How is the proposal approval process of bilateral and triangular cooperation today? Is every country that submitted a proposal bound to be accepted, or are there any other considerations?

Proposals are submitted from everywhere. In the existing system, when proposals submitted to stakeholder A, then a meeting will be conducted. Even though we already share the information via e-mail, but it is difficult to assure that stakeholder A will assess based on certain criteria, and stakeholders B will assess on related criteria, and so forth. Therefore, other than system, it is also necessary to build a framework which will be agreed by relevant stakeholders.

A more detailed example, if there is a cooperation proposal submitted by Indonesia regarding capacity building in Budgeting area, proposal can go through National Development Planning Agency, Ministry of Foreign Affairs, Ministry of Finance or the State Secretariat. If the proposal is submitted by Vietnam, Ministry of Foreign Affairs will review the diplomatic relationship, State Secretariat will review the administrative side, National Development Planning Agency will check whether this proposal is included in the plan, and Ministry of Finance will review the budget and also serves as line ministry. So each stakeholder has its own role. The IT system that will be developed must support these various roles.

Clearly not all proposals will be approved. Ideally, although three ministries have issued approval, but if one ministry rejects, then the proposal will be rejected by the system. If there is one out of 10 criteria that was not fulfilled, then the proposal will be rejected by the system.

8. What about the funding issue? Is it already budgeted earlier or as the proposals enter and approved, then it is budgeted?

It has not been existed in previous year, and because our budgeting system nationally has not been addressed. Actually the budget for cooperation is as same as budgeting for other things; it should be budgeted in advance. But our budgeting system is quite flexible, it can be revised in current year. As long as *KPA* or *PPK* approves, there is a commitment from the leaders, approved by the minister, accountable, transparent, and auditable then there is no problem.

9. How is the current Monitoring and Evaluation process of the SSTC?

It can be seen from the essence and philosophy of South-South cooperation, what is the importance of the cooperation? SSTC should have a national impact. In this case the role of the relevant ministries is immense. Therefore, there must be a team to assess the national impact of the cooperation, and the assessment must be done from the beginning. It should be accommodated since currently the existing framework has not led over there. This role can be given to Ministry of Finance or the National Development Planning Agency or other ministries. A clear scope is important and it refers to State Finance Act.

10. Based on previous interviews, sometimes approval is given not based on the assessment of the visible impact and can be published to the public, but based on other things such as they explain Indonesia give a lot of aids to the Pacific region aimed to reduce the issue of Papua. How is its presence in the system for such thing?

It is easy, it should be discussed in the beginning. For diplomacy and foreign relations matters, it is the domain of the Ministry of Foreign Affairs. However, it does not mean that if the Ministry of Foreign Affairs agrees then we must agree as well. If the Ministry of Finance sees there is no economic impact, then it is not a problem if we do not approve it.

- 11. In cooperation over the years, has the Ministry of Finance ever or never conducted it alone?**

Often, for example, when other countries request for knowledge sharing on debt management system, taxation system, they come to us. And I often do it by myself, we design and execute by ourselves. But it is not good, because we have a team, but it does not run. The success story will be ours, and we also analyze the impact by ourselves.

- 12. Referring to JICA, they conduct impact analysis, then it is implemented by related ministry. In this case, it can be said that is equivalent to JICA NCT as a team?**

We must see that JICA has already established, and it took decades to achieve that level. We do not need to refer there. However, for certain functions and elements, it has to be like that, like JICA, and it does not matter who will do that. Essentially, we have to build a good and great system; infrastructure, substance and coordination must be related and sustainable. I have great expectation on this system.

- 13. Is there any success indicator of the implementation of SSTC?**

Indicators of success can be seen through the scoring that will exist in the system because basically it can be computed, can be calculated.

- 14. Related to the impact, is there any effects that are physically invisible (e.g. political impact)?**

All should be clear. Do not say it is difficult, all can be quantified, the important thing is fairness and good system if the point is 8 then it should be 8, if the point is 4 then it should be 4, not 8. This is the importance of the system that will be built, a transparency. Comments are given, and the score is 8. Although it is not my authority to judge (maybe because it is the domain of Ministry of Foreign Affairs), but I can know the scores

given by the Ministry of Foreign Affairs. Even if there is a difference, it can be ± 1 , not ± 2 or above. All can be quantified, such as politics, image, expectations, market sentiment, all can be assessed. So later if there is any fear of public expectations, it can be proved by quantification, assessing the investment made. This is what I expect from this system, minimizing the negative opinions of society, and so forth. Create a clear scoring.

15. Do impacts should be published?

It depends on the team's decision. But if all publication is prohibited, at least it is known internally among the team. But what is the benefit of this great system then? On the other hand, we must be responsible to the public for every rupiah we spend. In addition we also have to report to Senayan on the budget that we have spent. So far we have never been afraid to report because it is all clear.

16. Expectancy of the system, is the system only required during selection (proposals approval), or it covers from beginning to the end?

I think it should not be halfhearted; anything should be computerized with a good system. Actually, the system can be made in two ways, whether in terms of its management system or in its essence. I really support the development of this system.

- 17. Related to the implementation, if later the system has been finished, and its performance has been tested, what if there is no regulation supporting the usage of the system?**

In order for this team to be better, to be a stronger institution, it also requires a strong legal basis. Create a system that also has a strong legal basis too. Refer back to the role and duties of each ministry in the State Finance Act. All things will be based on laws, based on rules, and this Act.

Respondent

Name : Siti Nugraha Mauludiah

Position : Director of Technical Cooperation

Ministry : Ministry of Foreign Affairs

Date : 26 June 2014

- 1. What is expected from the SSTC's information system that we will build? Related to the existing conditions, is the proposal should be managed by a single entity (NCT) or managed by each ministry?**

Today there is no proposal like that. We only have a budget plan and terms of reference made for the government's fund submission. Usually we already know the amount of budget. For example, the budget per year for KST is about 9 billion rupiahs. Then we list what we need from the 9 billion rupiahs budget. Primary one is used for operational execution that may include training and apprenticeship for developing countries, for example training for Afghanistan, Fiji, and Middle East. Then, the budget is also set aside for capacity building purposes. Capacity building is being carried out to strengthen the capacity of Indonesia. For example, conducting training for the trainers on English language since many trainers in our implementing agencies (e.g. in Ministry of Agricultures, in the centers and the institutions at the Ministry of Maritime Affairs and Ministry of Forestry) who are still not fluent in English. In addition, these funds are also used for promotional purposes, for example, encouraging regional governments to promote Indonesia's position. We also set aside some funds to seek other funding, such as Triangular. So the budget is spent according to the needs and the biggest portions are used for apprenticeship. Based on this, it can be seen that we have a map of priority countries. After determining the map of priority countries, then we determine kind of activities that will be implemented. Forms of activities that will be conducted usually are seen from the list of countries' demand.

For example, Fiji requests training in agriculture, fisheries, health, and democracy. We determine which field should be fulfilled, then we make the terms of reference and the budget plan is submitted to the Ministry of Finance for next year funding. Therefore, we do not make a proposal, as I have mentioned before, because the proposal we made is a proposal for the government to get budget.

When we talk to a third country, Triangular, such as Japan, USA, Finland, usually we do not make a proposal. At the present time, they come to us to offer cooperation. One example is cooperation with Norway. Afghanistan wants its Policewomen to be trained by us. Then Norway agrees that they will fund the training activities. Then, we invite the Indonesian police, Afghanistan and Norway to determine what is needed by Afghanistan in the context of the training. After that the Indonesian police make modules and budgets to be submitted to Norway. There is also an alternative way. Last year it was agreed that this year we will conduct training on good governance to Arabic countries. We know that The USA is interested and then we offer it to the USA. However, it is not necessary to submit a proposal to the USA because it has already budgeted. Regarding the relationship with Japan, I do not know because we do Triangular with Japan indirectly. Thus, Japan usually comes to us with all the preparation and explains that they will have an initiative in Palestine cooperating with Ministry of Agriculture. We just need to agree and then communicate with the Embassy of Indonesia in respective country.

Ideally, we have a central agency, such as INA-AID or IICA (not yet exist) that is responsible for administering financial aspects of a cooperation program. For example, suppose Ministry of Finance allocate 500 billion rupiah in year 2015 to help developing countries. This fund is managed by the agency. The ministries then are invited to submit the terms of reference and budget plan.

Mapping of priority countries is not only done by the Ministry of Foreign Affairs but also inviting other ministries. Mapping of priority countries is to determine which country will be given funds since the budget is also very limited. There are certain criteria in determining the priority, for example

our political interests to the country, the economic interests, or the social and cultural interests. Then these interests are compiled and we determine which country has the high importance of priority to our country. Based on these priorities then there is a demand. In giving aids, it should be based on demand....., there must be a demand. So we receive a list of requests from several countries, either from the embassy of the countries or any other means. Based on the collected request, then the central agencies determines which country and what areas should be conducted. So before we invite these countries to submit proposals, we discuss the list with the relevant ministries. For example, Palestine, the highest priority country in the list, needs help in agriculture, health, and SMEs fields. So, we invite related ministries to make proposal or terms of reference. However, there is also possibility that ministries come and said that they should conduct activities in certain countries, such as Ecuador since they already have an agreement with that country. So it should not always be from central agencies, but can also come from relevant ministries. However, it should be discussed first. All proposals have to be collected, short-listed, and then proposed to Ministry of Finance. Since the Ministry of Finance does not give a blank check. The purpose of the allocated budget must be clear. The budget will not go to central agencies, but go directly to the Ministries. We only govern in terms of management. In my view, this is the ideal process. If the fund will go to the central agencies (INA-AID) first, then there will be resistance to create INA-AID from the ministries since the budget will go through INA-AID first before distributed to the ministries where currently the money is directly distributed to the ministries. So INA-AID needs to assure that its first goal is for the national interest, second, to monitor activities from planning to implementation. Without approval from INA-AID, then the budget for the activities would not be release to fund the activity.

To achieve this ideal situation, there are still plenty of things to do. I think the need for the establishment of the central agencies arises because current NCT is still not effective. Each of us is busy with our own things. For example, in my case, we do not only deal with technical cooperation but also deal with bilateral cooperation and bilateral negotiations.

- 2. Do you hope that INA-AID or the Central Agencies will be established at the same level with Ministry or below? For example, JICA is under the Ministry of Foreign Affairs of Japan.**

It does not matter whether later INA-AID or Central Agencies becomes an independent institution or under a ministry. The most important is the authority of INA-AID itself. The most essential authority is that the Ministry of Finance will not approve the SST budget if the proposal has not been discussed in INA-AID.

- 3. It is mentioned earlier that priority countries have been mapped. Is it done nationally by Ministry of Foreign Affairs or each ministry can have their own map?**

I do not know, maybe other ministries have their own map based on their interests. However, the map that we created was discussed here at the regional units of Ministry of Foreign Affairs. Then we asked for input from the regional unit or from embassy of Indonesia regarding any interests of the countries where the embassy of Indonesia was located. After that, we hold a workshop to discuss with other ministries.

In the workshop, there were inputs from other ministries. For example, the Ministry of Industry advises that Mozambique needs to be included in the list of priority countries because there are opportunities to sell textiles. We made the list simply because we have limited funds. However, if the funds is from a third party, we do not always stick to the list. For example, the World Bank came to NCT and said that Nigeria would like to build their capacity on irrigation. At that time, Nigeria was not included in the list of priority countries, but this should not be a problem because the funds came from a third party, the World Bank.

4. **Based on previous interviews with Ministry of Foreign Affairs, it is mentioned that it is sometimes difficult to get funding. How much money is already out nationally? In the case of Ministry of Foreign Affairs it can be determined from its budget, but what about other Ministries**

Such information is needed for reporting and promotion, but unfortunately it still does not exist since there are still no specific budget items for SSTC. The concept of SSTC itself has not been recognized by our colleagues in ministries. State Secretariat has started to draft a regulation on Indonesia as a donor country, since regulation on this matter is still very few and only set common things. On the other hand, the regulation ok as beneficiary country is complete.

In the discussion, some participants asked the difference between bilateral cooperation and SSTC. We need to realize that bilateral cooperation is also KSS (South-South Cooperation) as well. KSS is not only conducting capacity building to a number of countries. It also SSC when we help Timor Leste, Myanmar, Palestine.

Some participants also asked about the funds. The funds are taken from international cooperation budget where Indonesia acts as beneficiary country. However, there was a change in the manner of implementation. Usually we send participants but now we send the trainer. This kind of activity should be posted in a different budget items. Therefore, a special budget item is needed to support SSTC.

One more thing, sometimes we just consider the activity cost and do not calculate its overhead cost. Therefore, we need a system that can help us in managing the funds apart from the usual budget. We have a database for KST which contains information about all the programs. It contains participants' name, experts' name, number of participants, country, and year. So, when we need these data we only need to access it. We can also use the database to know which expert has cooperated with us and how many activities we already done.

5. Is this database only in Ministry of Foreign Affairs?

KST has already started to obtain data from other ministries.

6. Does it mean that it is internal system?

Yes.

7. Has the Embassy of Indonesia asked about these data?

Usually when there is a visit of President from a certain country then they will ask for related data. The Embassy has not yet known that we have this database. Sometimes we also need to confirm with the embassies because the data held by Embassy of Indonesia are usually more complete. Not to mention that many ministries that did not go through Ministry of Foreign Affairs but directly contacted Embassy of Indonesia.

8. Thus if a country wants to ask for help, for example Afghanistan, then the request does not have to be submitted to the Ministry of Foreign Affairs but it can be submitted to other ministries?

Yes, it can be done. Sometimes a ministry will inform the Ministry of Foreign Affairs or relevant regional. For example, when the Ministry of Public Works wants to send experts to Myanmar, then it informs Directorate of Eastern Asia and Pacific and it does not inform the Directorate of Technical Cooperation in Ministry of Foreign Affairs.

9. It means the information will not get into the National Development Planning Agency or Ministry of Foreign Affairs?

Yes, because there is no regulation about that yet. The approval must go through us.

10. Related to the budget, does it mean that the budget is still not visible?

Yes, not yet. The budget could also come from sponsor. For example, if Myanmar needs expert in the field of gold mining. Then, experts can go to Myanmar using funds because these funds from sponsor such as ANTAM. ANTAM does not need approval from State Secretariat since it is on SOE. So, these kinds of funds are still not recorded by us.

11. Related to specific budget items, how do you view if the public knows about the money that we donate to foreign countries while our own conditions still need help?

It is a necessity that we help. There is no turning back. There is only going ahead. With the fact that now we are one of the world's 10 top economic powers, and then the demand will increase. At the same time donors will also be fishing out from us because they have grown and do not need to be helped. Some donor countries will divert these funds to assist other countries with Indonesia.

To answer these questions, we told them that the increase of status comes with increase of responsibility. As a country that has been more developed we have to help less developed countries. In addition to the mandate stated in the constitution, our founding fathers also have a vision that as part of good international citizen, we should help other countries. But the important thing is that we should be able to convey to the public that by helping others we will also get benefits. What the benefits obtained from the program should be list. So, if people ask what the benefits of these activities are, we already have the points.

Respondent

Name : Rika Kiswardani

Position : Head of Bureau for Technical Cooperation

Ministry : Ministry of State Secretariat

Date : 27 June 2014

1. What is expected of SSTC information system which we will build?

Before NCT existed, each related ministry already had a website. For the ministries who are also SSC implementing agencies, SSC related information has already been included in their own websites.

NCT is established to coordinate activities cooperation provided by Indonesia to other countries, especially the southern countries. NCT should have its own website, which is more integrated compared to the ministry's website, since NCT's scope is more than national level.

We hope in the future we will have more human resources to maintain the website. NCT Secretariat is managed by Bappenas, but its members are from various ministries such as State Secretariat, Ministry of Foreign Affairs, and Ministry of Finance. Other than that, we also have other ministries as implementing agency. However, the roles and responsibilities of each ministry need to be defined clearly. Although we have several working groups and we should focus on the working group, but we also have portfolio in our office that is also very important. This situation often leads to conflicts of interest in term of resource distribution. Therefore, it is expected to recruit staff that can help secretariat and working groups.

2. What is the role of State Secretariat associated with NCT?

The role of State Secretariat for NCT is more focused on working group 3 dealing with publication, produce guideline for monitoring and evaluation, and methods for knowledge management. Regarding the publication, together with line ministries and KST, we have produced newsletter and brochure for media publications, and as soon as we will build a website, it will be linked to other ministries. Community can visit the website to access any information. As for the monitoring and evaluation, the most important thing is the instrument. With the assistance of JICA, we have formulated evaluation guideline for training activities. As for knowledge management, we have knowledge of SSTC as a result of the JICA's Knowledge Management project.

3. What is the report format submitted by line ministry?

If we think State Secretariat as a ministry, we administer several programs. It can be said that we are not only policy maker but also implementer. Ideally, the four main ministries should act as policy manager only, but in reality we still administer several programs cooperating with line ministries.

If it is our own program, of course, from the beginning to the end, line ministries must report to us. Ideally it should also report to NCT. In the last steering committee meeting, we have said that we need a reporting system. But the problem is that we still do not know who NCT is. We also need to consider some incentives so that ministries will report to us.

4. What is the appropriate legal basis for the NCT?

It should be in the form of Presidential Decree.

5. Is there any standard for approving proposals?

Later when everything is handled by NCT, there will be many proposals for SSC since it will not be coming from beneficiary countries only. As for the standard, ideally the request comes at the beginning of the year following the budget mechanism; however, there is also a request that come at mid-year. I have mentioned about the importance of creating budget cycle, which then will be scheduled from the demand request dissemination from the embassy. So far, the one who perform the demand request mapping is Directorate of KST. I also had a discussion with several parties regarding the budget cycle. After creating the budget cycle, then we can do the mapping. So we can determine which will be done by NCT and which will be given to a ministry. So it would be much better if we follow the budget cycle.

6. So ideally the decision is taken by NCT as a team?

Yes, because if we do it serially (one person start to work when she get the output of what other person did), then the burden will be on our side. There will be a lot of discussion who should decide unless there is a tool for mapping each year. When we sit together then the information will be shared to each other. Everything is conditional. It will not be a matter if we do it serially or as a team as long as there is a clear guidance.

7. In the current condition, can the approval process be done on IT system?

If the rules are set and clear, that it is possible.

8. Related to Budgeting Lines (MAK), is MAK in Ministry of Finance has not been traced?

Not yet, it is only in a format of report.

- 9. Regarding the budget, can the budget be shared with other ministries or Bappenas?**

Yes, it could be.

- 10. Will requested projects be implemented in the following year because they have to be budgeted in advance or can it be on demand?**

In our case it will be executed after we have the budget in the following year's budget. One example of on demand is when PU helps Timor Leste since Japan encourages it to be executed in the current year. In this case, PU will just provide experts, and will not contribute to the budget. Only in the following year, can PU participate in term of budgeting contribution when it has been budgeted.

- 11. In ideal conditions, when the request to NCT is coming from Ministry of Agriculture in Myanmar, will NCT appoint Ministry of Agriculture in Indonesia to help?**

Yes. When requests come from the beneficiary country (Myanmar) to NCT, NCT will talk to Myanmar and then later to line ministry. In this system, line ministry will also have a role in decision-making process, not only the four main ministries in NCT since later they need to determine whether they have capacity to serve the request.

- 12. What are the expectations related to publication?**

There are various types of publications. Ministry of Foreign Affairs has publication on *center of excellent*. In our case, we already have published our activities. For instance, if we conduct six trainings, then all these six training will be published, from general information, implementation, and participants. We have a vision that if a certain number of training has been approved by NCT, then at the beginning of the year, there will be a publication on trainings that will be done in that year.

13. Related to transparency to the public regarding the request that needs to be budgeted, do we need to publish the request or not?

In the future, it has to be published. Not to mention that implementation of the program will also involve other parties besides government, such as NGO.

Respondent

Name : Tb. A. Choesni

Position : Director of International Development Cooperation

Ministry : Bappenas

Date : 30 July 2014

1. Do you think a proposal should ideally be approved by the NCT as a team, in serial or in parallel?

I think it is better approved by NCT in parallel since the slower one has the right to veto the faster one (not equal voting). Furthermore, it can be done offline first, and if it cannot be decided yet, we can give 1 week to be negotiated offline then if it is still not finished, it can be decided online. So the non-availability of a person does not make the process stop.

2. Based on the result of previous interviews, we got an understanding that the system would later require planning, selection, and implementation module. All of these modules will relate to monitoring and evaluation module.

If we look at the existing structure of working groups, there are three WGs, one for capturing demand, two for programming, funding, etc., and three for monitoring and knowledge sharing. The Planning covers two working groups, namely, capturing demand and programming.

Indonesia will host KSS where demand comes from other countries and supply comes from ministries. Since the production system is providing SSTC by Indonesia where demand comes from third countries or partner countries and supply comes from Indonesia, supply side can be assessed from the ability of the ministries and development partners. The big issue

is in the selection process, the planning must also produce a good matching of demand and supply.

- 3. There is flexibility, there are two kinds of List of Budget Implementation, called funding execution list (DIPA), planned and direct DIPA. Is the direct one more important since it does not need waiting time?**

We are talking about grant. All grants are indirect grant that are still not being defined clearly, since our national budget requires 1.5 years. Alternatively, if there is any request, then it will be sent directly to related ministries which then quickly plan it for next year. For example, if it is known in FGD from January to July that we catch a demand, then it will be included in NCT to be proposed.

- 4. Based on the interview result with Ms. Rika, she said that when NCT approves a proposal, then NCT should involve the relevant ministries to check whether they will be able to execute it in their budget plan.**

In taking a decision to determine whether a proposal will be approved or rejected, the related line ministry will also get involved. The problem is related to the project implementation year, for what year T is? So it could be from T-1 to be executed in T +1. However it would be better if the implementation is at T and not T +1.

- 5. Related to proposal approval, what indicators that they should use to assess a proposal?**

In general, it must be demand driven which we have to define further its criteria. Then we also need to have the supply. There is also flagship program which also need to be defined further. Demand needs to be captured at T-2 and we have a long time from T-2 to T. There must be programs that we should provide without prior demand.

- 6. So in each year there will be a list of programs that have already been budgeted?**

There must be a catalog that will be updated every two years. The catalog is not only for the flagship program. With this facility, we will upload programs and later participating countries can join. We just need to let them know the program availability.

- 7. Related to the publication issue, how far can we publish that our country has helped other countries? In terms of money, can we publish all information?**

If you ask me personally, publication (in terms of money) is not very relevant in this case since the most important thing is that we have made the information that can be published. For example, I imagine that the field will include activity name, number of people, number of countries, content, and budget. The most important thing is that information on the activities must be complete and stored in the database.

- 8. Related to the incentives, there is concern of Mr. Parjiono that we can make this system very good. For example if any requirements do not need to go through this system, then the system will not be useful. This one is related to incentive, how to make stakeholders use the system, though probably without using any regulation.**

Perhaps one form of soft incentive is that the country as central agency report and give thanks in a form of charter. Stronger incentive is related to funding.

Respondent

Name : RM. Dewo Broto Joko Putranto

Position : Director of Multilateral Foreign Funding

Ministry : Bappenas

Date : 1 July 2014

- 1. Based on the previous interviews, we understand that this system will require at least 4 modules: planning, selection, implementation, and monitoring and evaluation. Planning is made based on incoming requests. Apparently demand request comes at T-3 of the current budget year. For example, if a request entered in 2014, then it will be discussed in 2015, and implemented in 2016. Would it not be quite long to process a request?**

Yes, right. In planning, the allocated budget for SSTC should be already earmarked. Then for particular needs, request can be approved in that year. Such a thing is possible. So the budget is allocated but still is not described in details to kind of activities. We have ever done like that.

We allocate certain activities and later we determine the participants. So it could reduce the time chain to T-1. The budget is allocated and implementation will be done in the following year.

- 2. There is a hope that NCT will become a single-window system. In that case, should other ministries allocate budget for international cooperation or not?**

Yes, it will be a single-window system. The problem is on the budget. Will the budget be concentrated in a single pool or distributed to ministries? This is actually a matter of choice. If you want to choose the single pool mechanism, if in the pool we have allocated Rp. 100 billion,

then activities can be proposed which then will be selected and implemented. Alternatively, we could just ask for proposal from ministries. However, in the current scheme, budget was handed over to the ministries. In the case of JICA, they concentrated in a single pool.

3. In such, does it mean that it should be a separate legal entity with its own budget?

Currently we are heading in that direction. We are the embryo (Bappenas). It will burden the budget of Bappenas. Bappenas has a coordinating role. It is an option. If a separate institution is formed, then Bappenas will hand it over to them.

4. How the coordination is after a demand is received?

Expectations on the existence of NCT are that they select demand. However, the budget allocation is currently made to ministries. At this moment, proposals are submitted by the relevant ministry and NCT is just facilitating them. So, NCT only facilitates and then related ministry will get allocation and organize it.

5. We have seen the proposal submitted by Timor Leste on agricultural training in Yogyakarta. In the proposal, the amount of budget is mentioned. What if the relevant ministry does not have sufficient funds, can it be discussed with Timor Leste?

Yes we can do that. However, the ministry has the authority on budget allocation. The ministry determines which one is more priority to them. This is one of the weaknesses of having budget allocated at ministry.

- 6. If each line ministry has its own plan on which one has the higher priority, does it mean that they have not coordinated with Bappenas?**

Yes, because they are the one who decide and they have their own strategic plan. NCT is only facilitating, for example, if there are funds for activity X then it should not be used for other activities. But as we know, at ministry level it can be transferred. We can only supervise that kind of activity.

- 7. The demand request is so detailed; will it be discussed again to the party who submit the request ?**

Since we are the one who conduct the request then we will determine the unit price and other matters related to the request. We only inform about such matters to the requesting party, but do not discuss together or make a decision. We only notify the budget amount for implementing the request. The budget should not exceed the determined budget.

- 8. In that case, there is a possibility that even an activity has been approved, it may be cancelled because there are components that cannot be facilitated?**

Not cancelled, but reduced. For example, if initially allocated for 10 people, then it can be reduced to five people. However, if it is not budgeted, then it can be cancelled.

- 9. So there will be a notification to them that we are only able to finance for smaller amounts and they will send a notification back to us?**

Yes it should be like that.

- 10. If the party who submit a request also includes budget allocation, will the proposal approval process also involve the party who request?**

Yes, line ministry will decide on this matter. NCT only facilitates the approval, but since the budget is in the hand of line ministry, they are the one who decide and implement. However, if the budget is with us, then we are the one who will implement it.

- 11. What about the implementation of the activity?**

The line ministry will implement the activity since they have the budget. NCT has no authority.

- 12. What about the monitoring, does NCT need to monitor them?**

Yes, it is very necessary to monitor the implementation and learn the constraints.

- 13. If the budget is their budgets, does it mean that they do not have the responsibility to report to NCT?**

SSC is formed by a Minister Decree and we hope to elevate it to a Presidential Decree level. SSC is under our coordination since we facilitate the funding.

- 14. There is a concern from stakeholders that even if we build a very good system, ultimately it will not be used, since there is no obligation and incentive for them to use it.**

We have the responsibility since the budget allocation is in Bappenas. In the trilateral meeting, if Bappenas decides to finance activity x, NCT has roles to monitor the implementation. One incentive is that NCT will help to get funds for that activity.

- 15. In terms of publication, there are sensitive issues related to why we should help other countries while our own country still need funds. According to you, how far can we publish our activities?**

Firstly, this is part of Indonesia's publication. We publish that Indonesia is now more advanced. Secondly, it is also part of our strategy to penetrate market. For example, suppose we market a tractor. By introducing our tractors, they will order other parts, but they are not free; Third, to share our success by helping developing countries; Fourth, to improve our bargaining position. For example, if we want to become UN Secretary General, we can ask support from countries that we have helped.

Respondent

Name : Arko Hananto Budiadi

Position : Director of Socio-Culture and International Organization of Developing Countries

Ministry : Ministry of Foreign Affairs

Date : 1 July 2014

1. What is the role of Socio-Culture Directorate in this system (the system is on progress)?

In the Ministry of Foreign Affair (MOFA) there are two directorates related to SSTC, Directorate of Technical Cooperation handles the implementation aspects, while we (Socio-Culture OINB) handle the policy aspect. The policy that we handle is related to foreign coordination and within the country. We follow multilateral forums that are related to SSC, and from the forums, we formulate our policy for KSS. So we take part in from a very beginning in filtering.

2. Related to the indicators that will be created, what things to be considered for the selection process (related to the incoming demand approval)?

This problem is in Directorate of Technical Cooperation's domain. We are indeed involved in the process, but the core process is handled by Directorate of Technical Cooperation. We (The Socio-Culture OINB) handle the policy of SSC globally. From the higher level, we try to get down to the national level. Directorate of Technical Cooperation handles technical implementation. The process is, requests are submitted to Foreign Ministry and then requests are processed by Directorate of Technical Cooperation. Directorate of Technical Cooperation already has the priority map. The priority map is also used by NCT for program

approval. The process of determining which programs will be approved is not only discussed by NCT alone but in collaboration with other ministries or institutions. Directorate of Technical Cooperation is involved in this process while we (The Socio-Culture OINB) contribute in policymaking level. We capture the existing development trends at the global level, and then discuss whether we can adopt it or not.

- 3. Related to the impact, based on the interviews with other stakeholders before, they say that to do such cooperation, first of all we have to assess the impact of the program to Indonesia. Is it legitimate?**

Yes, that is part of the policy issues. We Ministry of Foreign Affairs have a certain policy on each matter, and consider global situation from other countries. Thus, we follow all political, economic, social, and cultural situations at a global level. With all the information, we decide whether potential recipient countries are to be approved or not.

- 4. What if there is a possibility that a program will give good impact to Indonesia but it is difficult to explain to the public or to other stakeholders?**

This cooperation is based upon the principles that we built from beginning since the Asian-African Conference. All developing countries are equal, although these days several countries had higher economic growth rate than the other. All of our programs are demand driven based on the existence of the demands. We rarely and almost never offer anything.

Other principle is solidarity. In contrast to developed countries, which give one-way-training, we give two-way-training. Developed countries do this one-way method because they have expertise in certain things. Apart from that, everything we do certainly is for the sake of our national interests. For example, to get support when we run (nominate) for a position in international institution.

- 5. One of this system's goals is transparency to public. Are things asked in previous question to be announced through the system?**

No. The impact cannot even be quantified.

- 6. When NCT is about to decide whether the proposal will be approved or not, this issue will arise. Will everything be announced or will there be filtering?**

Not everything is announced. The point is, we have the data but whether it will be announced or not, that is for us to decide, for example, Gambia. For KSS, we have helped Gambia many times. That data could help us provide the information we need about Gambia. The information is already there but not stored in one place. Not in a single database. With this information system the data should be kept in one database.

- 7. Proposals are still submitted to each Ministry separately and not through one door, NCT. Is it a bad mechanism? What is your expectation?**

Actually it is not a bad mechanism. One Ministry in a country has built a good communication with the same ministry in other country. Therefore, for example, if a country needs agriculture aid, by nature they will contact the Ministry of Agriculture in that other country. We cannot change that, but what we can do is do monitoring and evaluation on where our money is spent. That mechanism is already included in our design and we have shared it with NCT.

- 8. Is there a formal mechanism to do that?**

We have designed the mechanism but it has not been approved.

- 9. There is a concern that we can build a very good system but in the end, nobody uses it.**
-

NCT already exists though it had no permanent legal basis. The SSC and SSTC already have been running since before the 80s but their data is not recorded properly. Right now, though an enforcing law about NCT has not existed, they already know that NCT exists, and they deliver it (proposal) to the NCT. However, most of the countries prefer to coordinate with the Ministry of Foreign Affairs. In this case, Ministry of Foreign Affairs will have to share the proposals with NCT. After that, NCT will have to coordinate with Technical Directorate to assess the proposals.

10. After the activities (programs) are implemented, do line ministries report their output to NCT?

Not yet. They have internal reporting mechanism but they do not report to NCT. Ideally, they should report to NCT, so that, NCT will have a good database about SSTC activities. This report is important to develop the same training later.

11. Related to monitoring and evaluation, what is to be monitored?

The program of course, once the program is completed, we need to know whether the participants get the lesson well or not, whether the programs that we conduct give value to the recipients, and whether the programs give positive impact to them. However, regarding the evaluation, we have to do it from the beginning.

12. In order to conduct monitoring and evaluation in the whole cycle of the process, who will be in charge to report the activity progress? Will it be line ministries?

Yes, because they are the ones who execute the activities. Actually, all of them should have done it, but in reality they have not. However, we do not have valid information about it since we have not been informed.

- 13. Related to the evaluation, they (line ministries) must have more understanding because they are the ones who implement the programs. However, when they ask NCT for help to evaluate the results, how does NCT do it?**

The evaluation team consists of NCT and related ministries. We already have general evaluation guidelines that we can use to evaluate any sector. We also have conducted trainings for evaluators, so that all evaluators in related ministries/institutions can perform the evaluation based on the existing guidelines and based on what we have taught.

- 14. Based on the previous interviews, we have summarized the needs of the stakeholders associated with the system. We want to make sure whether you agree with those needs. The needs are:**

- a. This system will be the main gate to receiving the proposals**

Yes I agree.

- b. Online proposal approval**

After off-line process by NCT we can announce it online. But online approval process is not appropriate. We need to discuss it first with the team.

- c. Online meeting forum**

Yes I agree.

- d. Knowledge management for information that have been acquired during the training**

Yes, it must exist.

- e. Representatives in each country are able to access training materials from last year cooperation**

Yes, I agree. If possible, please make the information accessible by Indonesia's representatives abroad because the requests are usually submitted to our embassy overseas.

f. **Media to publish the program's activities**

Yes, I agree.

g. **User-friendliness of the system**

Yes, I agree.

h. **Notification when there are new proposals**

Yes, I agree.

i. **Centralized data storage**

Yes, the data should be centralized in one place.

j. **Not everybody can access certain materials in the system**

Yes, it is needed. But there must be a mechanism to identify which information is accessible by other country and which information is not accessible by them.

Respondent

Name : Dyah Widiastuti

Position : Directorate of Politics and Communication

Ministry : Bappenas

Date : 17 July 2014

- 1. We want to know more about the role of politics and communication Directorate of Bappenas and what does it want from the system, from the technical and policy point of view.**

From what I know, Directorate of Politics and Communication (Directorate of Politics and Communication)'s position is on national policy level. In Bappenas, Directorate of Politics and Communication is cooperating with the Ministry of Foreign Affairs. Our job is to formulate the political side of RPJMN with sub-sector of Foreign Policy. In the sub-sector of foreign policy, there is a smaller policy about South-South and Triangular Cooperation (SSTC). It is different from Mr. Choesni's Directorate, which concerns on international development cooperation. The Directorate of Political and Communication is (mostly) related to foreign policy. Because we cooperate with the Ministry OF Foreign Affairs and the Ministry of Foreign Affairs is also related to South-South and Triangular Cooperation. The role and duties of the Directorate of Politics and Communication is to formulate these big policies. But for a more specific technical level under it, there is the Directorate for International Development Cooperation at Bappenas, there is also the Directorate of KSS, Directorate of Technical Cooperation at the Ministry of Foreign Affairs, Socio-Culture OINB in the Ministry of Foreign Affairs, and there is also Setneg. In relation to the national SSTC coordination team, we are 4-foot organization that includes Bappenas, Ministry of Foreign Affairs, and Ministry of Finance and there is also Setneg. So far, it is been established since almost 4 years. Mrs. Silly was formerly chairman of WG 1 which is in charge for *institutional*

arrangement and being the one that has many roles on the relationship between institutions, about SOP and other stuffs. But that was before the International Development Cooperation Directorate was formed. When there is a change in the structure of Bappenas, the Directorate for International Development Cooperation was formed, the structure changes. If not mistaken, in the new system, the chairperson of WG 1 is not the Director of Politics and Communication.

2. But (Directorate of Politics and Communication) is still in WG 1, right?

So the (task of) WG 1 is now capturing demand, chaired by the Director of KST and Mrs. Silly as the vice chairperson. It is a big change in my opinion. Now the title is capturing demand, no longer institutional arrangement. Maybe it is because institutional arrangement is no longer relevant now. Because, probably, it has already been built in the first phase, and then (they) want to proceed. Therefore, it is now more urgent for the WG to capture the request from other countries that would potentially become a partner of the cooperation. If Mrs. Nining, the Director of KST, is the chairperson, it is already right. Because of all these years, they are the ones who update the ranking of countries, which are in our priorities. In addition, maybe Directorate of Politics and Communication is more fitting for it because as we mentioned earlier, according to the main tasks and functions, we have more concerns on the policy or maybe even foreign policy. Excesses of the Directorate of Politics and Communication are the fact that we are dealing with all working units in the Ministry of Foreign Affairs. The SSTC should be seen in a larger frame, not stand-alone, but linked with economic diplomacy to open traditional markets, or attempt to conduct diplomacy to support Indonesia in the Pacific countries (in Papuan separatism case). To quell those issues, it should be connected. The hope is that we can get a comprehensive overview of all the foreign policy issues to give input about which countries are our priority. I think it looks better that way.

3. In the priorities deciding process, what will happen when the Ministry of Foreign Affairs agrees but Directorate of Politics and Communication disagrees? Will the Priority status of a country be denied or will it still be approved?

Actually, I do not really understand about this kind of situation. Here is the situation, let us say that the KST Directorate already has 10 priority Countries for this year. However, the Directorate of Politics and Communication is getting information from the Directorate of International Trade and International Economic Cooperation that there are other countries that should be our priorities instead of the 10 countries from the KST. We have to work as a team in order to reach our short-term goals (*foot printing/ leaving marks for other countries by helping them*) and our long-term goals (looking for *tangible* and useful thing that we could get). Opening prospective market is one of the ways to fulfill it. We can get the information from the Directorate of International Trade and International Economic Cooperation and then we can give suggestion for the RPJM document, which will be seen by everyone. Referring to the Ministry of Foreign Affairs, and the Directorate of Trade, an investment will be collaborated with Trade Ministry in hope for it to be easily connected.

4. So far, does it always refer to the RPJM?

In the RPJM, the countries are not mentioned specifically. In the previous RPJM, it is updated every year/annually. In the new RPJM there will be some general preview of it. For example, according to the previous RPJM, Indonesia's prospective markets were in Africa, East Europe and middle Europe. In the next RPJM it will still be 'general'. Meanwhile, the KST directorate will have their own specific country recommendations that can also change the ranking.

If Asia was mentioned in the RPJM, all the thing left to do was just choosing which country in detail, right?

Asia is too general. But if it was Africa, East Europe, Middle Europe or Melanesian Sphere Head Groups, it would have made it more Specific. But I think *capturing demand* is fitting us the most.

5. Was there any request from Europe so far?

When I said about East Europe and middle Europe, it was referred to non-traditional market opening, not necessarily SSTC. I think the SSTC should be linked with the urge of opening prospective markets. The one that is relevant is maybe the African countries because their level is still below us or maybe pacific countries. It was like 'giving' a tractor but they will have to buy the *spare-parts* from us. Can you imagine about the connection between the SSTC and the other foreign issues yet?

6. Yes, Generally. But, the one that I want to know is, can we inform that information to public? Because it seems like we are helping people but we are not showing any real intention to help.

But, actually if we are 'helping' for free it will be questioned by the people who have authority in our country. The thing that we need is socialization and communication about the importance of the SSTC on national and international level. It also should be mentioned in the RPJM. So far, people are still being cynical about us helping other countries because still some of our regions need help. If we are helping for 'free', the public and the Parliament/'House of Representative'/DPR will be furious. The support of the parliament is very important. The parliament needs the arguments as to why we are helping so that they can approve our actions and be sure that it is a useful action. There is no such a thing as a *charity* in foreign relation/international relation. KSS is not a charity action because it is (also) for our internal interests. If we had the argument that these actions, in the future, would be advantageous actions for us, it will

be so good. For example, helping Africa will increase our trading in Africa, something like that.

7. Do we have to inform about this thing to the beneficiary countries?

No, we will not need to do so.

It will be a *web based system* that can be accessed by anyone. On the WG 3, there is a publication section that publishes it inside out. It will be OK if it is good for our national interests, but how is it for the ‘outside’ countries? What kind of situation will it be later?

In my opinion, that depends on the way you inform them. We do not need to inform those Africa nations that we are helping them because we also intended to make them as our ‘market’. What they really need to know, actually, is that we help them and that they are getting something from us. We just need to make those *stakeholders* from our country believe that we need to do this. Our nation is a nation that is ready to ‘give’ but not only for *charity*. If it is just for charity, it will have no *feedback* for us.

8. It will be a system that can be accessed by anyone, how to differentiate the publication for the ‘internals’ and ‘externals’?

It is about the Framing, right?

Because the information has to be clear for our nation and not supposed to be informed to the other nations. However, Public can easily access this system.

How much information will the system give? Actually, I cannot picture how’s the *website* will be. Because I think it will just be a ‘practical interests’. The goal is to help the *requesting* countries, right? because, I do not understand much yet.

Yes, it is one of them, to facilitate the NCT in the selection process. But in the WG there are some publication needs that need to be

**accommodated by this system. The publication will be inside out.
Well there are things that should be filtered.**

In my opinion, we should prioritize the ones that need to be our Priorities. If it (the system) is meant to help the other countries to access information, we have to make it good, we have to do some profiling about what Indonesia are capable of. However, we also have to remember that it is MoFA's domain (diplomacy). The website developing team also needs to know what other countries have done in the same case. I always want to see other country as our example. So we do not have to reinvent the wheel. If we can copy it from other countries that have already done it well, then why not. Have you seen the other countries like Brazil and Mexico yet?

Actually, we were explained the case in Japan, about how the procedures are in JICA when in later the NCT will be similar to JICA in Japan. But are we going to get there because in Japan, in addition to determining priorities, they also do the implementation.

Wait. My focus is more to the application. Do not only see the JICA. If later NCT want to be like JICA then it is a larger affair. But our focus is on this application. Are there other countries that have already made this kind of application? It seems to me that it should be noted and must be done. How are examples of other countries that have made it? Because I also do not know whether later the effort to build this 'knowledge' is included in the application or not?

Broadly speaking, yes, but it is a separate module from the SSTC module. Since the results of the implementation will be reported later as well, and the knowledge results from the implementation have to be shareable. Well it is a separate module.

In my opinion we have to make our priorities. First, we have to look at other countries. Second, see the priorities. The most important thing is how the application serves each interest. From what is see that it is meant

to help other countries to see what Indonesia are capable of and then they can relate it to their needs. And I also think it is also meant to help NCT in selection process, so both of the issues are tackled. However, the problem about informing our public is still there. But I also do not know how hard the internal *challenge* is. We hope DPR/ Parliament/House of Representative give us their support because their support is very important. The next problem is how to make us look promising for the other needing countries. Perhaps with direct presentation, direct lobbying and direct socialization there. I do not know how to make the information seems 'promising' either. We have to know and act smart about our interests and our capability. Perhaps the documentation had been made before. It is about democracy, economy recovery, and poverty reduction. The document was made by JICA. It was made in video and module form. Have you ever seen it yet?

Not yet.

Mrs. Silli had distributed it to the countries who attended the peace building conference at the UN conference. Is it an effective way? That is a socialization attempt at the international level. Maybe later when the one stop service from this application is made, it will be even better.

Next is about promoting the website, right?

Yes, the content must be sharp and clear. Because I think sometimes we are still confused with our own capabilities, and then about who to sell to. We still have to ask the director about the priorities because I have only heard it just now.

9. About capturing demand, so far, does the Directorate of politics and communication involved in the selection of proposals that came in?

Yes. Actually, it is already mentioned in the SOP. There is already a draft of it in the SOP. But, I think the draft of SOP about NCT in selection of proposals is not running yet. There has been no attempt to test it. They

go on their own ways. The proposals go to KST, Ministry of Foreign Affairs, or Setneg. But in the future it will be made as 'one door'. But I think the level (role) of the Directorate of politics and communication is not that technical. The Directorate of politics and communication will only work at the level of policy. RPJM is for 5 years and is very general. I think we should not interfere to see the proposals one by one. Unless, we as a team of NCT, it is still possible. The Directorate of Politics and Communication's role in the main task and functions (TUPOOKSI) is still at the level of policy. We get info from there and we can also give some inputs.

10. Has the Directorate of politics and communication involved in the selection of proposals as the NCT member so far?

I do not seem to be competent to answer that question. But so far from what I know, it has not happened yet. We are different from KST or Setneg. KST and Setneg's duties are KST activities. The Directorate of politics and communication does not do things like that because we work only at the level of policy. The main tasks and functions of the Directorate of politics and communication is formulating policies, in which there is a sub field of foreign policy and in it, there is also a focus on SSTC.

Respondent

Name : Rd. Siliwanti
Position : Director of Politics and Communication
Ministry : Bappenas
Date : 21 July 2014

- 1. Mam, please explain, what is the role of Directorate of Politics and Communication in NCT?**

Have you read about the role yet?

As far as we know, it is in *capturing demand*

Working group One?

Yes, working group One

The role has to be differentiated; the role is not defined per Directorate. That role is for Bappenas, Ministry of finance, Ministry of Foreign Affairs and Setneg. If the question was about Directorate, there is no real correlation. It is different between a Directorate and an Institution. Therefore, the question is Bappenas as an institution. If you read the decision structure that associate with the work and main tasks and functions of Directorate of International Development Cooperation and Directorate of Politics and Communication, there will be no Correlation.

- 2. In Bappenas, cooperation is necessary. What kind of cooperation is needed among the Directorates?**

When talking about Directorate of Politics and Communication, we are talking about WG 1. WG 1 has to be differentiated from WG 2 and WG 3. We cannot define what the role of *single* Directorate of Politics and Communication is, there will be no correlation with the real main tasks

and functions. The question is wrong because it is about Directorate of Politics and Communication. It should be about WG 1.

So, if we are talking about WG 1, there are Bappenas, Directorate of Politics and Communication and others inside of it right?

Yes, I am in it too, it is Bappenas. However, it is not Directorate of Politics and Communication but Directorate of International Development Cooperation.

So, the WG is working as a team and there is no Task Partition in the incorporated Directorate?

Yes and the task partition is already done in the WG (WG 1, WG 2, WG 3)
There is no breakdown in each Directorate anymore?

No, maybe that is not informed yet, do you understand about it already?

No, not yet

It is defined as an Institution, one big Institution and not a Directorate. It is because we are Bappenas. It is defined as Bappenas even there are Directorate of International Development Cooperation or Directorate of Politics and Communication inside. It is all Bappenas and defined as Bappenas. Therefore, if you ask the Ministry of Foreign Affairs later about the function of Directorate of Politics and Communication, they will not be able to answer it clearly. In addition, if you ask the ministry of finance the result will be the same. It is because there is no real connection. However, if you ask about the role of Bappenas, it will be an easy question to answer. It is because we (help) the Directorate of International Development Cooperation of Bappenas. We are here for helping Bappenas, therefore we are also called as part of Bappenas and if you ask about the relation of the SOP, it is among the WG (WG 1, WG 2, and WG 3)

3. **It is a new info. All this time we thought that, like in the Ministry of Foreign Affairs, there are KST and 'Culture and social Directorate'. That time they said that each of the Directorate had different function in NCT. It means that this is new information for us.**

NCT is one entity, there are no assignments based on main tasks and functions in the Ministry of Foreign Affairs. We are divided because there are 6 people for two Directorates, so we are divided by three on each Directorate. Or you can say it is divided based on the task to do. It is between the Directorate of Technical Cooperation and Directorate of Socio and Culture.

4. **That way, in WG 1, what is the role of Bapennas in terms of capturing demand?**

I have not read about the role of Bappenas in *Capturing demand* yet. But there are some tasks. Do you have it yet? The one from Mr. Choesni, about the task of WG 1, WG 2 and WG 3

It has always been that way or...

I do not know how is the new structure specifically yet. I was working on WG 1, because it consists of Technical Cooperation. With the Ministry of Finance, WG 1 is talking about institutional strengthening structure. WG 2 is talking about Program Strengthening and Program Development and WG 3 is talking about MONEV (monitoring and Evaluation) and if you ask about capturing demand, I do not remember about it. It is because the task is already outlined. Do you want to formalize the new task?

We actually want to know how the condition is currently and how is the ideal condition. So, how is it (the SOP) nowadays and...

Not yet, the new one is not started yet.

So, it is true that there is a new one that had been designed but not operated yet?

Yes, it is not operated yet, because it is just been made last month

So, the expected ideal condition is not happening yet, right?

Yes, not operated yet, because it is just been made last couples of month. Usually, it is mentioned/listed in the Ministerial Decree. You can read it there.

- 5. So far, what are the obstacles that have been met in SSTC? Later, the new system has to be able to help you overcoming the obstacles/ solving the difficulties?**

The problem is only the coordination. It was difficult because there are no connections between the IT system and the SOP yet. We are apart from each other. So, I think technology is necessary. There is also no guarantee that the coordination will be good either even with the support of technology. Actually, it is because the task is not made clear yet. Just like the one that you ask me about what my task is. I do not remember about it because it has not been written in the WG 1 task yet. Now, in the Ministry of Foreign Affairs, I cooperate with Mrs. Nining on Technical Cooperation. Mrs. Nining as the Chief and I am the vice-Chief. If I am not mistaken, WG 2 task is still about Programming. And I will inform to you about the WG 1 later. If Coordination was the problem, it would require an IT system that can connect each other to solve it.

The whole NCT will be connected online or...

Yes, because it is difficult for us to meet each other because there is no legitimacy about the NCT yet. It was just a ministerial decision. If that was not a Presidential decision, it will be hard for us to make a move. So, technology will be our only solution so far. Even with a coordination meeting, we will not find the solution easily. And even with an IT system that connected to all Ministries/Agencies will not guarantee us to find the solution easily. But, it will be a lot easier with support of IT system. We also would not know if you asked to us about the task of Directorate of Politics and Communication Directorate, because there are no connections between us. Our daily task is about foreign program and

about foreign relations/ international relation sector. SSTC is only a small part of it if we are talking about foreign relations/ international relation. Directorate of Politics and Communication tasks, according to the Presidential Decision, is only on policy. According to the main task and function, we are supposed not to be involved in the operation if it is an operational SSTC. But, if it is a new one, a pioneer that we have to watch over, and because of the personnel limitation of us and the Directorate of International Development Cooperation, and also because the policy is made by this Directorate, That makes us involved in this SSTC NCT

Right now, it is only a voluntary action because we are in one Bappenas.

If the program is a big one, then the SSTC is only a small part of it. From 8-10 (programs), SSTC is only one (of them). There are a lot Policies about Indonesian and Indonesian Business Entity Abroad (WNI-BHI), World Peace, ASEAN, economic Diplomacy, Borderline Diplomacy, so, SSTC is only a small part of it. We are actually helping Directorate of International Development Cooperation, we are not saying that we are helping Directorate of International Development Cooperation but we are saying that we are helping Bappenas as the Pillar team. We have a plan to make this (NCT) an independent Institution like KOICA although it is not reaching the leadership level yet. We desire to be an institution just like JICA and KOICA. An institution that have its own organization structure under the Bappenas with some granting from JICA and also with programs in it.

6. So far, if there are grants (helping funds) from a third Country, it will go to NCT or Bappenas, right?

Based on the SOP it will go to NCT. But, in the real context, it will go to Bappenas. According to the main task and function of Bappenas, it is said that Bappenas will receive proposals or anything that relate to foreign grants/funds. That is why NCT is inside of the Bappenas, Bappenas is the Chief, and it has to be Bappenas, because that is written in the *existing*

main task and function of the Bappenas. So there is *blue book*, *green book*, which is part of it. NCT also depends on who is in charge in Bappenas. Since it is Directorate of International Development Cooperation, they will strengthen it.

On capturing demand, principally, it will be decided according to the priority for which country to get our grants (helping funds). The Main task and function have to be clear too.

7. What is the reason/the main reason for us to help, not to help and not yet to help a country? Is it political or technical reasons or is there something else?

There are criteria for that. Maybe you can say it is about a draft Grand Design and Blue Print. The main reason for us is actually *demand driven*. So, if there are demands from third countries that ask for our help, we will help them with technical cooperation. Our priorities are developing countries and also southern Countries.

Who is the one that handles/ formularizes it? Is it this Directorate or the whole Bappenas?

It is the NCT

**Is the handling/formularizing going well so far?
Handling/formularizing about which countries we are going to help**

Yes, it is going well. In Mrs. Nining office, there is already some technical cooperation. So, it is going well. And the criteria and which country to help and given SSTC are also going well.

It is from the political side, How about the Technical side?

There are several criteria. It is about 8-10 criteria. Such as *demand-driven*, equality, transparency, etc.

- 8. So far, how are the procedures? If there is a demand request proposal, or help request from a third country to Indonesia? What is the procedure for it to get approval or denial?**

We are actually doing it according to the SOP that had been prepared before. Have you seen it yet? But we are still doing some test to the SOP to make sure if it is going well or not.

Since when did the SOP is used?

It has been used for a couple of years. Before doing an interview, you should have read about it to make sure you understand each and every link/correlation about it. Principally, the reason for us to make the SOP in the first place is because requests from other countries that came in through technical Ministries/Agencies, through Bappenas, through the other money funding institution and through the triangular. For example, it is going through USAID. USAID will confirm about it to Indonesian Government if there is a country that needs a SSTC (triangular south-south cooperation). Or, it can also come in through the Ministry of Finance and also Ministry of Foreign Affairs. It has already been mentioned in the SOP that wherever it comes, whoever it is, it has to go through NCT. For example, there is a request form a country going in via Ministry of Finance/ Ministry of Foreign Affairs/ Bappenas or other technical Ministry, the proposal needs to be forwarded to NCT, and that is necessary. NCT, later, will record and discuss about it according to the criteria. This is the one that will get grants and being recorded to the existing Information System. If it matches the criteria, it will get approval. Next, the Ministries/Agencies involved will have to report those things to the database. It will be just an agreement in the beginning and when it reaches the technical level, the institution involved will have to report and always *update* the progress step by step (step 1, step 2, step 3) and when it reaches the implementation level, reporting about it is still a must. So, from the agreement preparation stage until the technical preparation stage, it is a programming preparation to which country the funds will go, it can also go to WG 1 as the "Kitchen". It will be specified at the NCT

level. And then it will go to technical level in the WG 1 and WG 2 that has a link/correlation. It will be discovered later, whether this program has a funding or not. It will have to always be updated to the information system, about the result of WG 1, WG 2 and about the decision. Outputs from NCT will go to each Ministries/Agencies later and also bring the result. If the program fits the budget estimation and it is feasible, it will be approved. However, the report is still needed to be recorded in the database. The implementation process and the MONEV (monitoring and evaluating) is coordinated by WG 3.

Is that the ideal condition?

If what you want to ask is about the non-ideal condition it has never happened so far/ never happened yet.

In the current conditions, the *demand* can go to the technical ministry directly, and then it will be processed. Is it correct?

No, nowadays it is different. It should have been different. The demand can come in through the Ministries/Agencies such as Ministry of Finance, Bappenas, Setneg and Ministry of Foreign Affairs but it will still have to go through NCT. It should be there in the database, about the decision and about approval or denial. But it is not operating yet.

9. **From our interview with Setneg, we know that there are some Ministries that have not operated this SOP. In your point of view, how to make those technical Ministries operate this SOP? How to make them report to NCT if there are demand proposals? Will law enforcement be needed or...**

It was actually only a socialization problem. The socialization program is weak. There is no socialization to make the coordination with the NCT go well.

It is also because there are no legitimacies about it yet. It is important, because the Ministries/Agencies can also go to the Ministry of Finance.

There are a decree and a presidential regulation about it already. Those Ministries/Agencies should have been know and understand about the rules of the case. And it is also impossible for them to provide the funding. Those Ministries/Agencies will have to go to the Ministry of Finance to get the funding. So, the solution now is to provide the funding/budget to enable that Ministries/Agencies able to fund a SSTC.

In order to make it happen, we have to *push* it on a trilateral meeting. It is like mainstreaming, gender, and it has its own matrix. This is what we mentioned in the trilateral meeting, it has to fulfill some criteria, things to do beside budget allocation and also the mainstreaming gender. And about the SSTC, each of the Ministries/Agencies has to identify how much budget is for their SSTC through budget providing mechanism.

Trilateral meeting is including...

Ministry of Finance, Bappenas and Technical Ministry

10. About the SSTC special Budget, is it operated already?

Yes, it is. Even if the Ministry of Foreign Affairs said that it runs on its own, maybe because they missed something. There was already a list about which ministries will and have done the SSTC. It is recorded in our budgeting system about the SSTC for each Ministry. It has to be recorded in database too. It was all the work of Directorate of International Development Cooperation because it is actually also the work of Bappenas. It has to be put in the *database* too. So, there will be also a result of *trilateral meeting* for SSTC. Everything has to be recorded in *database*.

11. Is the trilateral meeting held annually or are there evaluations for it?

Yes, it is held annually. The *trilateral meeting* for the operation in 2015 would be held in 2014. It is held in April. The trilateral meeting is intended for constructing government working plan and also discussing about

budgeting for the next year. You want to make the information system, right?

Yes. We want to accommodate the existing SOP's and predict which one that will be IT-based.

The data on this one maybe will come out first, because it is held in April. But this also can come in anytime. The first database is this one. Even countries that will be helped is already identified here. The trilateral meeting is a cautious action of the Ministries/Agencies. Before holding a trilateral meeting, a Ministries/Agencies should decide the policy for the SSTC. Bappenas is the one that usually makes it. The policy of 'should we still do 10 flagship programs and with which country' can be made first. What the Ministries/Agencies will do is still according to the policy made by Indonesia's government. If we are talking about the sequence, the policy of SSTC development will come in the first place. And it will be followed by technical ministry/ Institution as a guidance, k/1, and then trilateral meeting that makes the program and budgeting. The job of capturing demand means deciding and giving input, as a 'Kitchen', and giving output to Indonesia's Government and implementing this Policy. This policy will be followed by all Ministries/Agencies. The program has to refer to this Policy. This is the only budget so far, but soon there will be another budget from donor.

12. In the trilateral meeting, does Ministries/Agencies already have its own suggestion or will it be based on the requests that come in?

It can come from everywhere. But the policies have to be made first. At least they have their material before coming. Even though it can come from everywhere, it will not be processed directly. It is a crash program request, for example, the suggestion from Myanmar. They ask for a program to be ready in next 3 months. It will not happen. There will still be a process based on the SOP. Actually we can implement the request from Myanmar quickly as they ask, but it has not happened yet. So far, it takes a year to do so.

Is it because there are no funds yet? About that 3 months thing

In our budgeting system, if it comes from our State's funds it cannot happen. It will have to be from one year earlier. And so is the one from grants, the '3 month request' is still slightly possible. I said it was 'slightly' because it still has some possibility in it, if it comes from grants. The fastest process so far is rarely less than 6 months. 3-month process still has a small chance. And that is why this thing has to be discussed through the NCT later.

So it is still possible?

Yes, but if it was from our financial System, there is no hope. It takes one year to do it with our budgetary System. Approved now and implement it next year.

- 13. From this side, the system will record and recapitulate the data. There are issues about the openness of information that we help other countries. There are issues about us helping other countries among our people. Are our people ready to know that we're helping other countries (Myanmar, Timor-leste) with big amount of money, because there are some area in our country that still needs helping funds too?**

Why are you questioning about that? What is the connection between the IT system and that in the future?

It depends on what are being reported in the system. The data about Indonesia helping other countries (Myanmar, Timor-leste) will be recorded and that data will be processed for reporting. Is this report only for NCT or is it open information for the public too?

In our law, there is a law, UU No. 14 in 2008 about public information openness. So all of our budget spending is always reported and public will also be able to access and know it easily. Maybe the real question is how to inform the public about us helping other countries without making them angry/ without making anger comes out from our public.

The reason why I ask you why you questioned about that is because in our law (UU No. 14 on 2008) there are four categories of information: 1. Direct 2. Secret and I do not remember the other two well. And for the direct category, nowadays, there is no socialization about it yet because Mr. Choesni is not informed yet. I have not informed him about it yet. But it has to be tested first about what kind of categories this (SSTC) budgeting information is. Is it Direct? If it is Direct, the information system has to show the public about it. There are categories of secret, direct, exceptional and the other category in our KST operation information which has to always refer to 'UU No.14 in 2008'. We will always see which category is this information before informing it. When it is still in decision-making process, we will say that is a 'secret' because it has to be tested by the Information Commission first. But, when it is already done or already implemented, the information will change into 'Direct' category. For example, we have to report used budget. It is always politically done that way, and we have to obey it. There are no secrets. It is risky but it has to be done that way. In doing this regulation on public information openness, we will always have to categorize the information (secret, direct, exceptional and the other category).

14. So, we have to classify the category of information in the system?

Yes, the decision is with us. We have to decide it first before making the system. Is it secret, direct, exceptional or the other category?

We can also inform this issue to the FGD on Thursday, and we can also give questions about it later there as preview.

It will be risky but there are rules for it.

So, when the data goes to public, it is our duty to filter, classify, and give information about it to the public, right?

Yes, classifying. Politically, if it is 'Direct', there will be some risky information that will still trigger public reaction. It is true that we are going against the UU No.14 if we kept that as a secret, but it is also for some

political needs and it is for accountably that way. Making/deciding the categories first is necessary. That will give us more task, moreover when public asks for information about the system. SOP is still needed. Nowadays, in the implementation of UU Public Information Openness, there is Information and Documentation Officials (PPID). The link is to Bappenas. There is new link on South-South Cooperation (SSTC). Now, each Directorate has one PPID. If the public asks about something, it will go through this PPID and then it will be forwarded to NCT

Where is this PPID placed?

It is in all public institution, but it is usually in the Public Relation division.

15. About the MONEV, where will these Technical Ministries report their SSTC program?

The technical ministries are not working yet. But, if I am not mistaken, they will give report to the NCT.

Reporting to the NCT is mentioned in the SOP. But, our concern is, even the system works well, will technical ministries be willing to report to NCT? Is there any law enforcement about it?

It should be built in the presidential regulations. The presidential regulations will justify the authorities of the NCT. Presidential Regulations usually are started from programming until...

For the Presidential Regulation, is it done or still in process

No, it is not done yet. You can ask Director of International Development Cooperation, Mr. Choesni, about that. We have been urging it, but it is still not happening yet. We all actually want it to be done as soon as possible. You can also ask NCT about that. It may also be caused by some political problems. Originally, if the Presidential Regulation is ready or implemented, the division of work between Ministries/Agencies, Setneg, Directorates and other technical ministry will be clear/unambiguous.

Besides being part of the NCT, Setneg, is also an implementer institution. Just like Bappenas and Ministry of Finance.

We actually had an interview with the Setneg. And they are saying that they are also an Implementer Institution.

Yes, I am seeing the information system is started from the trilateral meeting policies. The policies should be made annually in order to show our SSTC policy for the next year, for example, the policies contain about which area and which country. Because the policies are not made yet, the action will be taken separately. Each ministry/ Institution will have its own role and action that helps. It is not about the profits or even the sustainability because the policies are not made yet, these four institutions will go on their own.

The policies should be...

NCT should be leading in order to make it. NCT will give final recommendation to the Government. The Government here is actually Bappenas. Bappenas will make the policies for the “next year” in the span of 5 Years. Those are the functions of Bappenas, making policies about poverty eradication and also SSTC policies.

So, the SSTC policies will be made by NCT and then the report...

Yes, you can say it that way. As an example for a national institution that represents Bappenas is to make Policies about governmental working plan for the next year. As long as it is not made yet, it will be chaotic, except, everybody has their own self-awareness about reporting to NCT. That is why our SSTC policies are being more ‘Formularized’. But it will also be adjusted with prospective market opening/ deciding about which country to make South-South Cooperation (SSTC) in order to make it aligned to our international economic policies. SSTC is also an international economic cooperation. It can be done through normal economic diplomacy, etc. we already start to form it now, and you can see that on the draft. That is our main task. If we are asking about the task of

Directorate of Politics and Communication in NCT, it was just voluntary action. There is no real connection.

Even when we are not included in NCT, as I am not included in WG 1, it is still my duty to inform to NCT about the policies. And then it goes to Bappenas and Government Policies. RKP is also a government policy about SSTC. And it was officially made by Bappenas and not NCT. And, the rest will follow

- 16. What kind of report is expected by Ministries/Agencies? For example, after helping Myanmar, what will be the extent of the report will be?**

Actually it is mentioned in PP 39 and PP 40. It is about the results of MONEV (monitoring and evaluation) that have been done by those ministries/institutions. It will be reported to the evaluation deputy sector. It is a duty for Bappenas and Ministries/Agencies, not NCT. It is a duty for Ministries/Agencies because their trilateral meeting results are program and budgeting. They will have to report all of their action to Bappenas and Ministry of Finance. There will also be an additional *link* later because right now NCT is not legitimated yet. So each and every Ministries/Agencies, based on PP 39 and PP 40, have to give report to Bappenas and Ministry of Finance about the 3 months implementation, 4 times a year on each quarter of year (Quarter 1, 2, 3, 4) and that also includes south-south cooperation.

And now, because of NCT, to make an Information system, it will have to link to/connect to Evaluation Deputy Sector of Bappenas in order to keep the Information Flow.

So, the information already exists?

It supposed to. If it is not provided yet, maybe it is still undercover until the MONEV of the SSTC is clear.

So far, there is only code for program not for activity?

Yes, the program and the *list*.

So the activity is not noticeable yet, right?

The activity (code of the activity) already exists. I do not really know, but SSTC is included in the Ministries/Agencies program. We are attempting it in trilateral meeting, for example the program of the main secretariat. Sometimes, the international cooperation/ foreign cooperation of each Ministries/Agencies are handled by different bureau.

In General Secretariat of ministries/institutions usually there are directorates involved in international cooperation/ foreign cooperation. And it should be having SSTC in it. It has to be marked, to make it easier to link to NCT.

17. **So that means the recent data still cannot be processed because there is no budget code for the SSTC yet, right?**

Yes. Not yet.

It also means that we can get data from the International/foreign cooperation but we cannot classify which one is the SSTC, right?

It should have existed already. We should be able to do it with a vivid Observation. But...

If it is systemically impossible, then what should we do?

Not yet, there is no special code yet. It should have been marked. Our budgeting structure consists of programs, activities, sub-activities and also smaller part of the sub-activities. SSTC may exist in there if we look in the activity and budget plan document (RKAKL).

But it has to be observed one by one, is that right?

Yes, it is not that many. The one that is needed to be observed clearly is SSTC. Because SSTC has much International cooperation, everything that involves relation between nations/ with other nations is SSTC business. This is the one that needed to be marked.

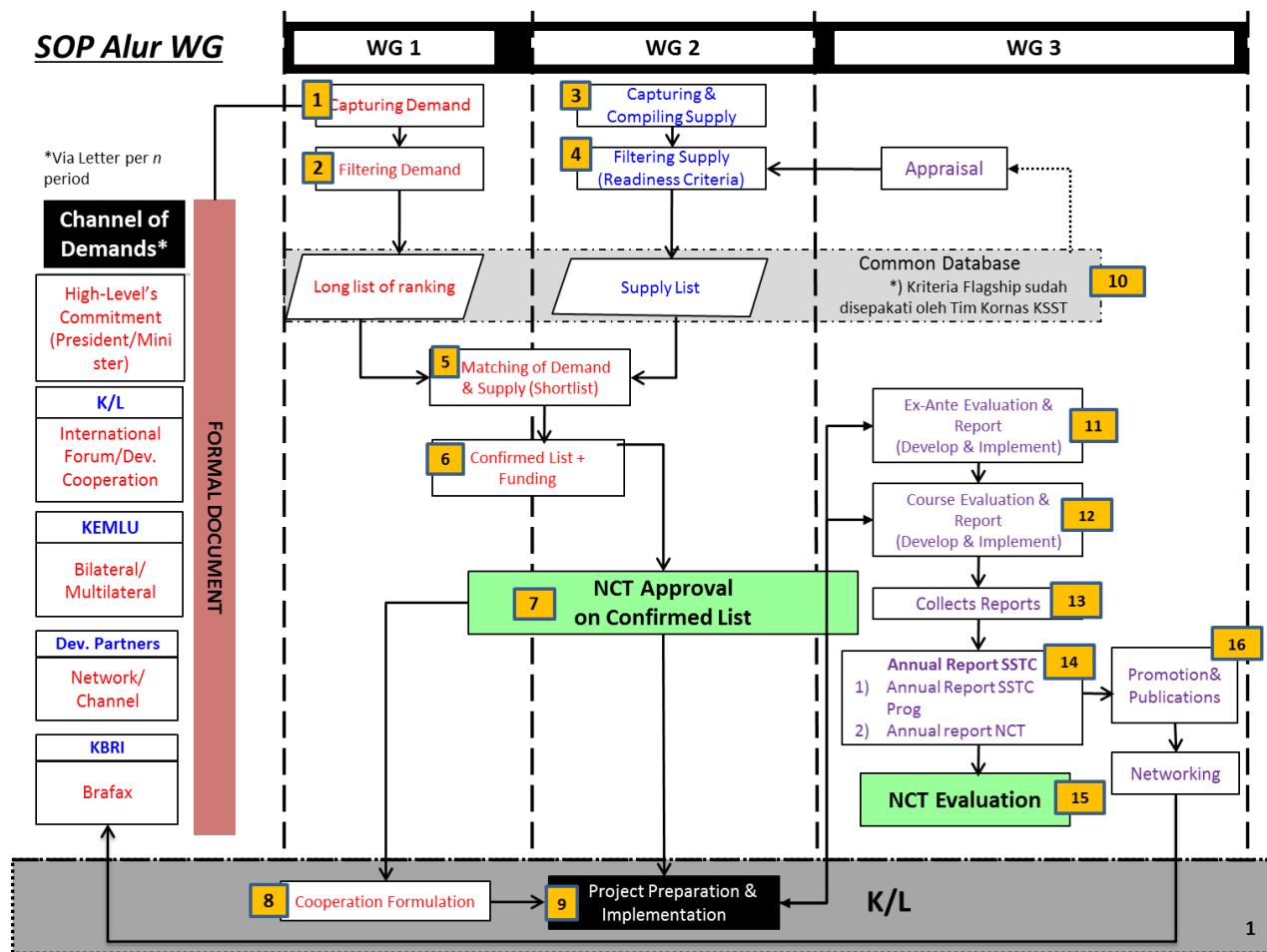
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The one that I do not clearly know is, sometimes the Directorate of International Development Cooperation did not know how the program and nomenclature is. This is actually important for the Directorate of International Development Cooperation to know about. That is how the *database* can only come in. Nowadays it is not that many. If the quantity is increasing, each of the Ministries/Agencies will have to take care of it on its own, one by one. Nowadays, it is still only the small activity. It is actually also accessible. You just have to search for “SSTC” and the result will be shown. Later you just need to format it with your own format. Directorate of International Development Cooperation will be undergoing FGD process later.

APPENDIX 4

CURRENT SOP DESIGN

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APPENDIX 5
LIST OF ABBREVIATIONS

List of Abbreviations

Admin	: Adminstrator – Administrator of the system
Bappenas	: Badan Perencanaan Pembangunan Nasional - Ministry of National Development Planning
Brafax	: Berita acara faximili – Facsimile news event
CADEP	: Capacity Development Project on South-South and Triangular Cooperation
ERD	: Entity Relationship Diagram
FGD	: Focus Group Discussion
IA	: Implementing Agency
ICT	: Information and Communication Technology
IT	: Information Technology
JICA	: Japan International Cooperation Agency
M&E	: Monitoring and evaluation
MoF	: Ministry of Finance
MoFA	: Ministry of Foreign Affairs
NCT	: National Coordination Team
S.M.A.R.T	: Self-Monitoring, Analysis and Reporting Technology
Setneg	: Kementerian Sekretariat Negara – Ministry of State Secretariat
SOP	: Standard Operating Procedure
SRS	: System Requirements Specification
SSC	: South-South Cooperation
SSTC	: South-South and Triangular Cooperation
WG	: Working Group

APPENDIX 6

BUSSINES PROCESS (SELECTION)

