



# **Terminal Evaluation Report Partnership Initiative for Institutional Development of Indonesia's South-South Triangular Cooperation (PIID-SSTC)(2021-2022)**

Indonesia

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UNDP Government Financing and SSTC

## **Acknowledgments**

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	5 December 2017	2021
Evaluators	Dicky Sofjan, Ph.D.	
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## Abbreviations and Acronyms

ASEAN	: Association of Southeast Asian Nations
BAPA	: Buenos Aires Plan of Action
Bappenas	: (Indonesian) Badan Perencanaan Pembangunan Nasional or Agency for National Development Planning
BLU	: (Indonesian) Badan Layanan Umum or Public Service Agency
BUMN	: (Indonesian) Badan Usaha Milik Negara or State-Owned Companies
CPD	: Country Programme Document
CSOs	: Civil Society Organisations
DAC	: Development Assistance Committee
IDC	: Indonesian Development Cooperation
Indonesia AID	: Indonesian Agency for International Development
FDI	: Foreign Direct Investment
GDP	: Gross Domestic Product
GPD	: Global Programme Document
GIZ	: (German) Deutsche Gesellschaft für Internationale or German International Development Agency
JAGA	: Jakarta Ambassador Golfers' Association
JICA	: Japan International Cooperation Agency
KADIN	: (Indonesian) Kamar Dagang dan Industri Indonesia or Indonesian Chamber of Commerce
KOICA	: Korean International Cooperation Agency
LDKPI	: (Indonesian) Lembaga Dana Kerjasama Pembangunan Internasional Indonesia or International Development Cooperation Fund or Indonesia AID
MoFA	: (Indonesian) Ministry of Foreign Affairs
NCT	: National Coordination Team
NGOs	: Non-Government Organisations
NSC	: North-South Cooperation
OECD	: Organisation for Economic Cooperation and Development
PIID-SSTC	: Partnership Initiative for Institutional Development – South-South Triangular Cooperation
RAEOA–ZEESM	: (Special Administrative) Region Authority of Oé-Cusse Amben - Special Economic Zones for Social Market Economy (ZEESM)
RPD	: Regional Programme Document
RPS	: Regional Programme Strategy

SDGs	: Sustainable Development Goals
SOPs	: Standard Operating Procedures
SSTC	: South-South and Triangular Cooperation
TTU	: (District of) North Central Timor
UN	: United Nations
UNDAF	: United Nations Development Assistance Framework
UNDP	: United Nations Development Programme
UNPDF	: United Nations Partnership Development Framework
UNSDF	: United Nations Sustainable Development Framework
USAID	: United States Agency for International Development
WA	: WhatsApp
YMTM	: Yayasan Mitra Tani Mandiri (Foundation for Independent Farmers' Partnership)

## **Executive Summary**

### **Background**

The Government of Indonesia has been mulling over and striving for more than a decade to establish a single agency that would facilitate and systematise its development cooperation and aid to other Southern partner countries. The UNDP response to such a need by the Government of Indonesia was positively accommodated. After much deliberation with the Ministry of Foreign Affairs and the Royal Norwegian Embassy in Jakarta, UNDP then prepared and planned for the implementation of the so-called Partnership Initiative for Institutional Development–South-South Triangular Cooperation (PIID-SSTC)

### **Programme Interventions**

Since early December 2017 until 2021, the PIID-SSTC had been implemented to assist the Government of Indonesia's efforts at crystallising and strengthening the planning, execution, monitoring and evaluating of its SSTC program. There are three stated Project outputs, which are as follows: 1) Institutional capacity development of the SSTC partners, namely the Indonesian Ministry of Foreign Affairs (MoFA); 2) Local economic cooperation initiative at the cross-border region between Indonesia and Timor Leste; 3) Technical assistance to enhance Indonesia's profile in SSTC global forums.

This is the Terminal Evaluation Report of the PIID-SSTC, implemented directly by the United Nations Development Programme (UNDP) with full knowledge and collaboration with the Ministry of Foreign Affairs. This Report highlights, reviews, assesses and evaluates the various programmatic activities, outputs, outcomes and impacts of the PIID-SSTC Project.

### **The Purpose of the Evaluation**

The main purpose of the Terminal Evaluation was to assess and review comprehensively the Project implementation of PIID-SSTC. The Terminal Evaluation employs the six criteria of assessment, namely relevance, coherence, effectiveness, efficiency, sustainability and impact. Given the above purpose, the specific objectives of the evaluation are to provide an independent assessment of the performance of the



programme towards the expected outputs and outcomes set forth in the results framework of the PIID-SSTC Project. It is also to provide an analysis of how UNDP has positioned itself within the development community and national partners with a view to adding value to the country's development results, to draw key lessons from past and current cooperation and provide a set of clear and forward-looking options leading to strategic and actionable recommendations, which have been laid out in the last chapter of the Terminal Evaluation Report.

## **Scope**

The scope of the Terminal Evaluation matches the lifetime of the PIID-SSTC Project (Award ID No.001107243). The initialization of the Project started in December 2017, which also officially marked the beginning of the Project, and ended in 2019. However, due to many reasons and unexpected developments and disruptions (such as the Covid-19 pandemic), the Project was extended three times. The first two revisions stood “at no-cost extension”, while the third experienced “at cost-extension” with additional top-up funds. The scope of the Terminal Evaluation therefore covered the period from the beginning of the Project in late 2017 until the first semester of 2021 when the current Evaluator was initially engaged.

## **Methodology**

In terms of methodology, the Evaluation employs triangulation by way of obtaining information from various sources, namely documentations on SSTC and PIID-SSTC activities, monitoring and evaluation reports, media coverage and relevant videos/documentaries on SSTC and Project activities. In addition, the Terminal Evaluation also involved in-depth interviews with informants, public officials, CSO activists, on-the-ground officers, farmers and beneficiaries, who all provided insightful comments and sentiments on the PIID-SSTC Project and activities.

Due to the on-going Covid-19 pandemic, the Terminal Evaluation was conducted wholly online with data gathering and interviews being conducted using online platforms. Therefore, due to the social and travel restrictions imposed by the central Government of Indonesia, the Terminal Evaluation process had to make do with what could be accomplished, given such tight restrictions. For one, the Evaluator was unable to travel to the Project site, a cross-border region between Indonesia and Timor Leste,

to get the sense of the place; the other obvious limitation was the inability to speak directly to all the informants of the Project in person, preventing the Evaluator to ‘read’ the body language of the informants. Not surprising, the Terminal Evaluation also lacked access to idiosyncratic conversations, which could have informed the evaluation and assessment of the Project activities in a more informal and intimate manner.

Deriving from the OECD-DAC six main evaluation criteria, the Terminal Evaluation of the PIID-SSTC Project henceforth used the categories of relevance, coherence, effectiveness, efficiency, sustainability, and impact. All of the Project implementation and activities were measured against these criteria for assessment. They were also weighed against what the informants and beneficiaries said and were quoted as well as the economic datasets coming from the cross-border region. This is where the need for the triangulation method comes into being.

## **Main Conclusions**

Notwithstanding, the Terminal Evaluation determined that the main partners and stakeholders of the PIID-SSTC all felt the Project was successful and beneficial to both the direct and indirect beneficiaries. The Project was able to infuse and project confidence on the part of the main actor, in this case the MoFA, to further deliver SSTC, based on the real demands of the beneficiaries. The Report also highlights the possible scenarios and future trajectories of Indonesia’s SSTC, based on the findings of this Terminal Evaluation. Among them, include the strengthening of the established Indonesian Agency for International Development (Indonesia AID) and how future activities and projects could focus on realigning the strategies of Indonesia’s SSTC to adequately fulfil the country’s foreign policy objectives, whether in the field of international diplomacy, development of South-South cooperation or economic, trade and investment initiatives.

Based on the review of the Project implementation, interviews and documentation analysis, the Evaluation revealed that the five criteria of assessment were duly met. Clearly, the PIID-SSTC was relevant to the needs of the Government of Indonesia and its stakeholders. It was relevant, as Indonesia is becoming a regional economic powerhouse that could potentially build its development cooperation and is ready to crystalize its SSTC programme based on the PIID-SSTC Project piloting in the cross-border region between Indonesia and Timor Leste.

In terms of coherence, the PIID-SSTC Project very much overlaps with the UNDP Development Assistance Framework (UNDAF) and the Country Programme Development, which were developed between UNDP and the member country, in this case Indonesia. On effectiveness, economic datasets deriving from the filed surveys indicated that the PIID-SSTC was executed effectively and smoothly, targeting the cross-border region that gave benefits to the local communities in both Indonesia and Timor Leste. The positive sentiments from the local farmers, from both Napan and Oesilo, provided evidence for this effective strategy.

With regard to efficiency, the PIID-SSTC did not waste any resources to accomplish the Project objectives, nor did the Project team over-extended its own capacities. The PIID-SSTC Team carried out all the assigned tasks and conducted due diligence where necessary to pre-empt any potential mishaps. Despite this positive finding, an oversight in the transference of equipment to the local community in Oesilo did occur, which was largely due to the near absence of monitoring from the side of the RAEOA-ZEESM after the official handover.

The sustainability of the PIID-SSTC was also tested by way of questioning informants on their hopes and desires for the future of Indonesia's SSTC. From the side of the Indonesian Ministry of Foreign Affairs, positive sentiments abound when it came to the future collaboration with UNDP on SSTC. Furthermore, the PIID-SSTC also made a good impression on the Government of RAEOA-ZEESM, which clearly paved the way for further collaboration and deeper engagement, involving SSTC and even other areas such as climate change, renewable energy and others.

The impact of the PIID-SSTC can be felt across the board. The main and direct beneficiary of the Project, which is the MoFA, distinctly appreciated the UNDP efforts in PIID-SSTC. Through in-depth interviews with its officials in Jakarta and elsewhere, many of them expressed their delight at how UNDP could help bolster MoFA's role in bringing forward the SSTC and at the same time provide the strong legal bases and direction with respect to the Regional Partnership Strategies that were developed through this Project. The PIID-SSTC's impact was also felt among the local farmers in both Napan and Oesilo, who graciously thanked the Project Team for their involvement in the training programmes. For some time, these training had increased their income and livelihood, prior to the closing of the border regions due to the Covid-19 pandemic.

This Terminal Evaluation found that due to the pandemic, some of the Project activities, notably those for Output 2 such as the post-training, could not be done because of the social and travel restrictions imposed by the Government of Indonesia. The planned bilateral meetings of local governments in the cross-border region were also called off due to the social and travel restrictions and ultimately the closing of the borders of the two countries. But while the benefits of the PIID-SSTC is clear and could be felt, the sustainability of the economic cooperation initiatives in the cross-border region and its peace dividends need to be further expanded. This is to ensure the flourishing of the local economy and the trust and peace building process in the cross-border region and the surrounding districts.

The Terminal Evaluation also found that the PIID-SSTC had significantly helped advance Indonesia's fulfilment of the Sustainable Development Goals (SDGs). This is recorded in the UN Sustainable Development Framework/Country Programme Document 2021-2025 Outcome 4, where it stated, "Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals (SDGs)." In this context, the PIID-SSTC is an innovative project that facilitated an enabling environment for the Government of Indonesia to advance at least eight SDGs, namely: Nos.1 (No Poverty), 3 (Healthy and Well Being), 5 (Gender Equality), 6 (Clean Water and Sanitation), 8 (Decent Work and Economic Growth), 10 (Reduce Inequalities), 16 (Peace Justice and Strong Institutions) and 17 (Partnerships for the Equals).

Based on the guidelines on monitoring and evaluation, the Terminal Evaluation also included an analysis on gender equity and rights-based approach. It found that the planner and implementers of the PIID-SSTC Project were fully aware from the very outset about the need to incorporate the principles and practice of both gender equity and rights-based approach. This could be vividly analysed through the deliberate choice of participants in the training programmes.

## **Recommendations**

Recommendations have been set forth in the tail end of this Report, and are expected to be considered for future programming, planning and development of the next phase in Indonesia's SSTC and more specifically the strengthening of the Indonesia AID. As set of recommendations have been put forward, which include the

following: focus on institutional capacity building and deepening engagement with other partners and stakeholders; expand the management capacity of MoFA through policy coherence, consistency and socialization of Indonesia's SSTC; build dataset and resource centre to map out expertise and other knowledge and skills; design more programmatic, multi-year programmes for SSTC; take a regional approach to determine priority areas; capitalize on the existing relations in Timor Leste to strategically deepen relations with Indonesia; UNDP to hire on-the-ground officers in Oecusse or Oesilo; expand the PIID-SSTC and perhaps consider other areas such as climate mitigation, alternative/renewable energy, etc.; UNDP to tap on the resources of Indonesia AID in collaboration with Norway to seek for future engagement.

Alongside these recommendations, the future trajectory of SSTC and Indonesia AID remains to be seen. But the optimism and positive sentiment from the main partner, in this case MoFA, and all the relevant stakeholders and beneficiaries seem to be heading to the right direction. As the Minister of Foreign Affairs Retno Marsudi once said, Indonesia should now “walk the talk”. With Indonesia being the leader of the G20 for 2021-2022, it is probably the most opportune time for Indonesia to step up the plate and begin to showcase the best practices of SSTC to other G20 member countries.

# **Chapter 1**

## **Introduction**

### **Background and Context**

The Partnership Initiative for Institutional Development–South-South Triangular Cooperation (PIID-SSTC) Project (2017) was established as a result of an agreement between the Governments of Indonesia and Norway together with the United Nations Development Programme (UNDP). The execution of the Project fell directly on UNDP in full collaboration with the Indonesian Ministry of Foreign Affairs (MoFA) and other relevant stakeholders. While the PIID-SSTC Project was developed and agreed upon in 2017, it was extended with the agreement of the main partners involved.

From the outset, the parties agreed that the PIID-SSTC Project would focus on delivering three outputs, which were necessary to provide a catalyst for Indonesia's SSTC. The three Project Outputs, which also serve as the main focus of this Terminal Evaluation, comprise the following:

1. Enhanced institutional capacity in coordinating and managing Indonesia's SSTC, in particular to provide support for MoFA in forming a framework and guideline to the operationalisation of international development cooperation.
2. South-South Triangular initiative implemented: Peace building through cross-border local economic development between Indonesia and Timor Leste through capacity development training and improvement of trading mechanisms within the provincial and local governments.
3. PIID-SSTC facilitates technical assistance to the Government of Indonesia in relation to its position in international fora related to international development cooperation, such as SSTC, gender issue, cross-border security and peace building.

Government Regulation No.48/2018 on Provision of Grants to Foreign Governments/Institutions provides a legal basis and regulatory framework that specifies the institutional arrangements, including inter-ministerial cooperation, coordination and financing of international development cooperation. The Regulation

clearly made it clear of the intention for the provision of grants and which beneficiaries are the grants targeting and how the mechanism within the Government of Indonesia will be managed.

Article 4(1) of the Regulation states, “The provision of grants is a tool of diplomacy that is aimed at achieving national interest.” Meanwhile, Article 4(2) stipulates, “The provision of grants as mentioned in Article 4(1) is prioritised for developing countries while considering the level of diplomatic relations with the recipient country.” Article 8 of the Government Regulation No.48/2018 stipulates that “medium-term grants” should at least contain the following information:

- a. objective and general principles
- b. general policy
- c. prioritised regions
- d. criteria for grant recipient; and
- e. fiscal capacity

This Regulation was later revised to Government Regulation No.57/2019, adjusting to the unfolding developments and issuance of other Regulations by the Government and other line Ministers.<sup>1</sup> In principle, however, coordination mechanism in Article 8(3) of both Regulations remain the same, wherein both state that the provision of grants will be done by the Minister of Foreign Affairs in coordination with the Minister of Finance, Minister of Development Planning/Head of Bappenas, State Secretariat and heads of other relevant line ministries and agencies.

As for the establishment of the single agency and the fiduciary responsibilities that come with it, a Minister of Finance Regulation was devised to position Indonesia AID as a BLU (*Badan Layanan Umum*) or Public Service Agency. This is based on the Minister of Finance Regulation No.143/PMK.01/2019 on Organisation and Work System of the International Development Cooperation Fund.<sup>2</sup> Article 1 of the Regulation states that the formal name of the agency is “Lembaga Dana Kerja Sama Pembangunan Internasional” or abbreviated as “LDKPI”, which in effect is similar to “Indonesia AID”. The same Article also stipulates that Indonesia AID will be led by a non-echelon official holding the title of “President Director” (*Direktur Utama*), and

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<sup>1</sup> See complete listing in Annex 1: Regulatory Framework on Indonesia’s SSTC.

<sup>2</sup> The principle on BLU is also stipulated in the Article 6(1d) of Government Regulation No.57/2019, which revised the previous Government Regulation No.48/2018.

will be responsible to the Minister of Finance, through the appropriate Director General within the Ministry.

Meanwhile, Article 2 of the Regulation stipulates the fiduciary functions and responsibilities of the newly established institution:

LDKPI [or Indonesia AID]<sup>3</sup> is tasked to execute the management of an “endowment fund” for international development cooperation and funds to give grants to foreign governments/institutions consistent with the policy as set forth by the Minister of Finance and based on the existing regulations and laws.

Thus, the existing mechanism and authority to conduct international development cooperation, financing and grant giving is therefore shared essentially between the MoFA as the leading sector in foreign policy and international development cooperation and the Ministry of Finance as the main institution to perform the fiduciary function and responsibility of the Indonesia AID.<sup>4</sup> Thus, the PIID-SSTC Project came a time when UNDP was able to assist in the dynamic changes within the regulatory framework and policy infrastructure for Indonesia’s SSTC. Revisions to the various relevant Regulations also took shape to improve the effectiveness and efficiency of the Government of Indonesia’s delivery of SSTC.

With the implementation of the PIID-SSTC Project, UNDP has been able to support the Government of Indonesia to strengthen its resolve and determination to further develop its institutional capacity and establish a single entity. This would enable the Government of Indonesia and its partners and stakeholders to manage aid to Southern countries more systematically, programmatically and sustainably. In addition, the initiative to establish an economic development cooperation and partnership in the cross-border between Indonesia and Timor Leste was an ideal pilot project to build confidence and to test the extent of the existing SSTC business process for the upcoming Indonesia AID, which was officiated by then vice president Jusuf Kalla on 18 October 2019. The official launching of the PIID-SSCT Project also followed a commitment by the Government of Indonesia to install an endowment fund in the amount of US\$283 million.<sup>5</sup>

Unfortunately, the PIID-SSTC Project activities were also affected by the Covid-19 pandemic amid the Government of Indonesia’s imposition on social

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<sup>3</sup> Article 24 of the Regulation states that LDKPI could use the nomenclature of “Indonesia AID”.

<sup>4</sup> I would like to thank Dr. G. Lanti, Senior Adviser to UNOPS and previously Head of the UNDP Governance Unit and Adviser to the SSTC project. The interview was held on 23 July 2021.

<sup>5</sup> See: <https://kemlu.go.id/portal/id/read/695/view/peresmian-indonesia-aid>



distancing, travel restrictions and stay-at-home orders since the fourth week of March 2020. Due to these constraints, a full-fledged Terminal Evaluation of the PIID-SSTC Project can only be conducted now. Even so, the Terminal Evaluation could only be conducted online and from a distance using existing technological platforms.

### **Purpose and Objectives of Terminal Evaluation**

This Terminal Evaluation was conducted to see how the Project outputs have been realised throughout the period of the Project. The Evaluation came at a time when most of the activities were already executed. Using the five criteria of assessment i.e. relevance, effectiveness, efficiency, sustainability and impact, the Terminal Evaluation sought ways to get information from the stakeholders, albeit all online, in terms of how they perceive the running of the Project and whether or not the stated Project Outputs were met. It is expected that readers of this Terminal Evaluation Report can utilize it to make informed decisions about the future and orientation of Indonesia's SSTC. For UNDP, the Report will provide a window to understanding the Project setup, the challenges it faced and the views coming from the stakeholders and beneficiaries on the ground.

Based on the UNDP Evaluation Guidelines, an evaluation is defined as “an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, topic, theme, sector, operational area or institutional performance”. This Terminal Evaluation of the PIID-SSTC therefore serves the purpose of:

... assess[ing] the achievement of project results against what was expected to be achieved, and to draw lessons that can be used to both improve the sustainability of benefits from this project, and to aid in the overall enhancement of UNDP programming. The Terminal Evaluation report is expected to promote accountability and transparency and to assess the extent of project accomplishments. In addition, it is expected that the evaluation will provide insights and recommendations, which could be incorporated into PIID-ISSTC's project Phase 2.<sup>6</sup>

Thus, this Terminal Evaluation highlights, analyses, assesses and evaluates the results of the activities as measured against its original intent and the various positive or negative spill over effects of it, if any. It scrutinizes three of the stated Outputs as

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<sup>6</sup> See: Terms of Reference for PIID-SSTC Terminal Evaluation.

clearly expressed in the Project's Results and Resource Framework (RRF) contained in the PIID-SSTC Project Document as follows:

- Output 1 : Enhanced Institutional Capacity in Coordinating and Managing Indonesia's SSTC
- Output 2 : South-South Triangular Initiative Implemented: Peace-building through Cross-Border Local Economic Development between Indonesia and Timor-Leste
- Output 3 : Enhanced Indonesia's Role at Global SSTC Forum

The above-mentioned three outputs were stated in the Terms of Reference for the PIID-SSTC Project Terminal Evaluation, which serves as a basis for this current evaluation activity.

### **Scope of the Terminal Evaluation**

The scope of the Terminal Evaluation follows the lifetime of the PIID-SSTC Project (Award ID No.001107243). The initialization of the Project started on 5 December 2017, but was agreed by the Country Director on 18 December 2017, which also officially marks the beginning of the Project. Its end date was stated on 30 November 2019, which means that the Project was envisioned to last for two years. However, since then, there have been three revisions and extensions to the Project. While the first two revisions were "at no-cost extension", the third one was an "at cost-extension" with some top-up funds.

Thus, the Terminal Evaluation covered the period from the beginning of the Project in late 2017 until the early part of 2021 when the Evaluator came into the picture. This includes examining all the Project design, activities, documents, reports, recording and videos that were generated from the Project, either by UNDP Project staff, partners or beneficiaries.

The Terminal Evaluation is expected to provide evidence on the efficacy of the Project, its assumptions, design, activities and benefits to the main stakeholders and beyond.

In terms of the total resources of the PIID-SSTC Project, it had changed over time. Initially, the Project Details were as follows:

- Start Date : 5 December 2017
- End Date : 30 November 2019
- Total Resources : US\$917,543

Agreed by : Country Director Mr. Christophe Bahuet  
(on 18 December 2017)

The PIID-SSTC Project was then revised three times:

Revision 1

Revised End Date : 30 June 2020 (at no-cost extension)  
Total Resources : US\$929,632.54, including from Jakarta Ambassador Golfers' Association (JAGA) in the amount of US\$29,774.60.  
Agreed by : Resident Representative Mr. Christophe Bahuet  
(undated)

Revision 2

Revised End Date : 31 October 2020 (at no-cost extension)  
Total Resources : US\$929,596.13, including from JAGA in the amount of US\$29,774.60.  
Agreed by : Resident Representative Mr. Christophe Bahuet  
(on 12 June 2020)

Revision 3

Revised End Date : 30 June 2021 (at cost extension)  
Total Resources : US\$1,146,751.41, including from JAGA in the amount of US\$29,774.60.  
Agreed by : UNDP Resident Representative Mr. Norimasa Shimomura (on 11 December 2020)

The Terminal Evaluation thus analysed the Project Objectives, Outputs and Activities toward “contributing outcomes” as spelled out in the United Nations Development Assistance Framework (UNDAF)/Country Programme Document (CPD), Regional Programme Document (RPD) or Global Programme Document (GPD) or United Nations Sustainable Development Framework (UNSDF), namely:

UNPDF/CPD 2016-2020 Outcome 4:

By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust.

UNSDF/CPD 2021-2025 Outcome 4:

Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals.

CPD 2016-2020 Indicative Output 4.4:

South-South and Triangular Cooperation partnerships established and/or strengthened for development solutions.

CPD 2021-2025 Output 4.4:

Partnerships strengthened for innovative and inclusive South-South and Triangular Cooperation.

The Project Outputs were also analysed and assessed based on the UNDP Gender Marker measures, namely gender equality and women's participation, as follows:

Project Output 1

Attributes to SP output 2.4 (GEN 2)(Gender equality as a significant objective)

Project Output 2:

Attributes to SP output 7.5 (GEN 3)(Gender equality as a principle objective)

Project Output 3:

Attributes to SP output 2.4 (GEN 1)(Limited contribution to gender equality)

A comprehensive analysis and assessment on the above will be found in Chapter 4.

### **Evaluation Approach and Methodology**

In terms of methodology, the Terminal Evaluation of the PIID-SSTC Project assumes a complex and complicated process of delivering the three main Outputs by UNDP in collaboration with its main counterpart, in this case the Indonesian MoFA, together with its local, national and international partners and stakeholders.

There are a number of UNDP “signature areas” in its programming. They include: poverty, governance, environment, resilience, energy and gender. The PIID-SSTC Project mainly responds to issues such as poverty, governance, resilience and gender. However, its future trajectory may well touch upon on issues such as environment and resilience, more specifically renewable energy, climate action and socioeconomic resilience. These signature areas were therefore considered in the Terminal Evaluation and included in the analysis. According to *UNDP Evaluation Guidelines 2019*, a Terminal Evaluation:

... analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability. It should provide credible, useful, evidence-based information

that enables the timely incorporation of its findings, recommendations and lessons into the decision-making processes of organisations and stakeholders.

The six criteria of the Terminal Evaluation (i.e. relevance, coherence, effectiveness, efficiency, impact and sustainability) therefore provide the basis to assess the successes, achievements and also the shortcomings of the PIID-SSTC Project. In addition to the criteria, other aspects such as learning, transparency and accountability were also considered in the Terminal Evaluation.<sup>7</sup>

To produce a robust Terminal Evaluation, a multi-pronged approach to data gathering and analysis were conducted, which ultimately led to the set of recommendations, strategies and future trajectory. In doing so, the Terminal Evaluation of the PIID-SSTC Project conducted the following data gathering activities:

1. *Collecting and analysing documentations, materials, papers, online and offline publications pertaining to Indonesia's SSTC*

All existing documents, materials, papers and publications pertaining to Indonesia's SSTC have been collected, collated, categorised and analysed, and put within the context of the PIID-SSTC Project. A reference list of existing documents, annual reports and monitoring/evaluation reports, materials and publications have been compiled. These documents and materials have been listed under "List of Relevant Documents and Materials" and put as an Annex to this Report.

2. *Analysing of SSTC regulatory and policy frameworks*

An overview of the regulatory and policy frameworks was conducted and an analysis of the legal development pertaining to Indonesia's SSTC was done to see any legal loopholes or inconsistencies in the overall framework. The Terminal Evaluation also looked into any possible need for renewal, reversal or modification of the existing regulations and policies that pertain to SSTC. An illustration of the evolution and development of the regulatory and policy frameworks for SSTC has been included and subsequently annexed in the Report.

3. *Mapping of partners, relevant stakeholders and beneficiaries*

A mapping exercise of partners, relevant stakeholders and beneficiaries on Indonesia's SSTC was conducted and incorporated into the Terminal Evaluation. The exercise also considered and incorporated partners within the government such as the Ministries of Finance, Bappenas, State

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<sup>7</sup> The three functions of UNDP evaluation were derived from the UNDP Evaluation Guidelines (Revised Edition: June 2021) by the Independent Evaluation Office.

Secretariat, Agriculture and others. In the context of the PIID-SSTC, it incorporated the additional support from the Jakarta Ambassador Golfers' Association (JAGA), which contributed a clean water project in the village of Napan, located in the District of Timor Tengah Utara (TTU). A gap analysis was done to examine possible holes and weak links in the web of actors, institutions, groups and individuals involved in Indonesia's SSTC. This includes envisioning new potential partners and stakeholders for future SSTC initiatives and projects as the expansion of the work of the Indonesia AID gets underway.

4. *Analysing Project implementation modality*

The implementation of the PIID-SSTC Project, which primarily involves the MoFA, has crystallised all efforts by the Government of Indonesia to push for a concerted and progressive movement toward a more institutionalised form of SSTC. Through the recent official inauguration by the then vice president Jusuf Kalla of the Indonesia AID on 18 October 2019 in the Pancasila Building at MoFA, Indonesia hopes to engage SSTC in a more programmatic and systematic manner. Various issues and challenges were examined will be looked at carefully and measured against the initially projected goals, outcomes, outputs and activities as stipulated in the Results and Resource Framework. This would especially apply to the existing cross-border economic cooperation between Indonesia and Timor Leste. Future directions and trajectories of the Indonesia AID are part of the analysis and incorporated into the set of recommendation put forth in this Terminal Evaluation Report.

5. *Establishing and maintaining the single agency*

One of the contributions of the PIID-SSTC Project is UNDP's unflinching support for the establishment of the single agency, now called Indonesia AID, which manages the country's grant schemes within the framework of SSTC. In part, the Project funded various studies that looked into the scenario to establish a single agency that would ultimately design, oversee, execute and monitor all SSTC Projects. This entailed the urgency to develop a business process and procedure for the Indonesia AID, and how it could be sustained in terms of its institutional development and human resource management. Thus, the Terminal Evaluation of the PIID-SSTC Project in part examined the state of affairs related to the development of the single agency in terms of its legal basis, existing regulatory framework, the potential risks involved and the implementation of its initiatives and future trajectories.

To conduct a proper Terminal Evaluation of the PIID-SSTC, triangulation was employed to ensure that all readily available datasets are considered and verified in the

analysis, overall assessment and evaluation of the Project. This entailed the need to not only focus on written documents, but also in-depth interviews and conversations with partners, relevant stakeholders and beneficiaries. Documentaries and videos of various related activities to the PIID-SSTC Project and Indonesia's SSTC were also viewed, analysed and incorporated into the Report.

Due to the on-going Covid-19 pandemic and according to the UNDP Evaluation Guidelines (as set forth in June 2020) and the Government of Indonesia's policy on social distancing, travel restrictions and stay-at-home orders, all interviews were held online using platforms such as *Zoom*, email and *WhatsApp* (WA).<sup>8</sup> A systematic list of the interviewees and key informants is provided in the Annex of this Terminal Evaluation Report. All interviews were recorded as proof of work and serve as data evidence for the Terminal Evaluation Report. The *Zoom* recordings, email exchanges and WA messages have been stored to guarantee data accuracy and authenticity of the 'voice' coming from the main partners as well as relevant stakeholders and beneficiaries.

## Evaluation Criteria

As mentioned in the Executive Summary, this Terminal Evaluation employs the OECD-DAC criteria that comprises six elements i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact. The explanation on these six criteria is as follows:<sup>9</sup>

**Relevance:** Is the intervention doing the right things? The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

**Coherence:** How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.

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<sup>8</sup> See UNDP Evaluation Guidelines (June 2020), where all kinds of evaluations, including Terminal Evaluations, should proceed as scheduled using virtual means where possible.

<sup>9</sup> Derived from The OECD-DAC Network on Development Evaluation (EvalNet). <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>. For a fuller and more comprehensive explanation, see UNDP Evaluation Guidelines (Revised Edition: June 2021) by UNDP Independent Evaluation Office (IEO).

**Effectiveness:** Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

**Efficiency:** How well are the resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

**Impact:** What difference does the intervention make? The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

**Sustainability:** Will the benefits last? The extent to which the net benefits of the intervention continue, or are likely to continue.

Based on these six evaluation criteria, the Terminal Evaluation also devised a set of Guiding Questions for the interviews with the various informants, beneficiaries and stakeholders (see Annexes 2 and 3).

### **Limitations of the Methodology**

The triangulation method used to validate and ensure reliability of data and analysis in this Terminal Evaluation clearly lends credibility to the assessment and review of the PIID-SSTC. Through triangulation, the necessary information needed for the Evaluation could be reliably assessed, validated and checked for (in)consistency. Cross verification therefore becomes the norm in triangulation. For example, any data or information that are recorded in reports or field surveys could be triangulated and confirmed or disconfirmed with the local farmers, whose yields were measured or whose income levels have increased due to enhanced capacity.

But of course, any and all methodology has its limitations. One of the limitations of the triangulation method is the non-uniformity of datasets. On the one hand, field surveys may be collected and analyzed using statistical data, while responses from local farmers could just be simply qualitative and somewhat vague with simple statements such as “increased income”. The way to mitigate this is to



present both datasets so that each could reinforce the other, providing greater reliability and validity.

### Mapping of Partners and Stakeholders of Indonesia's SSTC

There are many actors involved in the PIID-SSTC Project. While the main partner and beneficiary of the PIID-SSTC is the Indonesian MoFA, the main donor of the Project is the Royal Government of Norway. But many other partners and stakeholders both within Indonesia and Timor Leste were involved in the process throughout the lifetime of the Project.

In Indonesia	In Timor Leste
<div>Government of Indonesia</div> <div>1. Ministry of Foreign Affairs</div> <div>2. Ministry of Finance</div> <div>3. Ministry of Development Planning/Bappenas</div> <div>4. Line Ministries (e.g. Agriculture)</div> <div>5. Local Governments</div> <div>6. Local Agencies and Centers</div>	<div>Government of Timor Leste:</div> <div>1. Ministry of Foreign Affairs</div> <div>2. Ministry of Trade and Commerce</div> <div>3. Ministry of Agriculture</div> <div>4. RAO-ZEESM</div> <div>a. Regional Secretary for Trade and Commerce</div> <div>b. Regional Secretary for Agriculture and Horticulture</div>
Royal Embassy of Norway	
Indonesia AID	
Civil Society, Academia, Business	
<div>United Nations Development Programme (UNDP)</div> <div>1. Country Office in Jakarta</div> <div>2. PIID-SSTC Project Office</div> <div>3. Field Office in Napan</div>	<div>United Nations Development Programme (UNDP)</div> <div>1. Country Office in Dili</div> <div>2. Field Office in Oecusse</div> <div>3. Field Office in Oesilo</div>

Since 2017, UNDP has been collaborating with many officials from various offices, agencies and units within MoFA to advance Indonesia's SSTC.

- Directorate General of Information and Public Diplomacy
  - Directorate of Technical Cooperation
- Directorate General of Multilateral Cooperation
  - Directorate of Development, Economics and Environment
  - Directorate of Socio-Culture and International Organisation of Developing Countries

- Policy Analysis and Development Agency
  - Centre for Multilateral Policy Assessment and Development
- Directorate General for Asia-Pacific and African Affairs
  - Directorate of Southeast Asian Affairs

UNDP's main project counterpart in PIID-SSTC is the Directorate of Technical Cooperation under the Directorate General of Information and Public Diplomacy. However, UNDP also coordinated its programming and activities with the Directorate General of Multilateral Cooperation, namely in the Directorates of Development, Economics and Environment as well as the Directorate of Socio-Culture and International Organisation of Developing Countries.

The PIID-SSTC Project also engaged MoFA's Policy Analysis and Development Agency, more specifically the Centre for Multilateral Policy Assessment and Development, most notably on the making of the Regional Partnership Strategies (RPS) for Pacific and African regions. Meanwhile, UNDP also worked closely together with the Directorate General for Asia-Pacific and African Affairs, but primarily with the Directorate of Southeast Asian Affairs. The latter Directorate was much engaged in the Project Output 2 on the cross-border region between Indonesia and Timor Leste. Aside from the above list, UNDP also coordinated and collaborated with the Indonesian Embassy in Dili, Timor Leste, and its Extension Office in Oecusse, providing information, contacts and assistance in engaging the farmers at Oesilo in the execution of the cross-border local economic development initiative.

Furthermore, in relation to Output 2 of the PIID-ISSTC Project, UNDP worked closely with the Ministry of Agriculture in Jakarta, Kupang, East Nusa Tenggara, and also Batu-Malang, East Java. In Jakarta, UNDP together with MoFA engaged the Agricultural Human Resources Extension and Development Agency within the Ministry of Agriculture. In Kupang, aside from coordinating the PIID-SSTC Project with the Provincial Government of Nusa Tenggara Timur and District Government of Timor-Tengah Utara (TTU), UNDP and MoFA also engaged Center for Agricultural Training under the Ministry of Agriculture. Meanwhile in Batu-Malang, UNDP and MoFA engaged the Center for Agricultural Training. Both Centers in Kupang and Batu delivered training programmes for the farmers from the cross-border region, as required by the Project Output Activities.

Due to the works in the border area, the Project also liaised with the Border

Management Agency, both at national level (Badan Nasional Pengelola Perbatasan) and sub-national level (Badan Pengelola Perbatasan Provinsi dan Badan Pengelola Perbatasan Kabupaten). In the implementation of some of the training, the PIID-SSTC Project also partnered with Yayasan Mitra Tani Mandiri (YMTM), a local foundation, which assisted the Project in providing capacity development training for farmers at the cross-borders regions, both in Indonesia and Timor Leste.

On the Timor Leste side, the PIID-SSTC engaged the UNDP Country Office in Dili as well as the Project Office in Oesilo, which does have staff working on the ground as Government Relations, Business Development Technical Advisor, Agribusiness Coordinator and others. Their role is particularly important in building bridges and communication with the RAEOA-ZEESM government in the region. Together, they have extended the necessary support for UNDP Indonesia to implement the PIID-SSTC Project, to the extent of helping to select the participants for the various training programmes provided for by the Project. They also agreed to take part in this Terminal Evaluation.

This Terminal Evaluation was conducted by one professional evaluator, whose experience and track record in UNDP programming and review have been tested. Having a Ph.D. in Political Science, and being a former National Officer for UNDP Indonesia and an Expert Consultant for a number of UNDP's programmes and projects, the evaluator is undoubtedly suitable to conduct the Evaluation. During the Terminal Evaluation, the evaluator was helped by his Personal Assistant, a Ph.D. candidate in the field of Political Philosophy, who aided the evaluator in arranging appointments, recording Zoom meetings and transcribing the interviews.

### **Structure of the Report**

In the Terminal Evaluation of the PIID-SSTC Project, the Report takes the following structure and organisation. The first chapter introduces the background of the PIID-SSTC Project and the purpose of the Terminal Evaluation. It also maps out the partners, stakeholders and beneficiaries of the PIID-SSTC Project. Chapter two of this Report examines Indonesia's vision for the SSTC, while analysing Indonesia's strategic positioning in the fast-changing world. It highlights how Indonesia's SSTC could play a role in advancing Indonesia's foreign policy and enhance its profile in the SSTC global fora.

The third chapter critically assesses the linkages between the outcomes, outputs and activities of the PIID-SSTC. This is done by way of analysing the goals, expected outcomes, outputs and activities. Then, all of the above are measured against the implementation, while examining any crosscutting issues, such as gender equity and the participation of vulnerable groups and rights-based development.

Chapter four of the Terminal Evaluation Report specifically delves into the three Project outputs and assesses its achievements and shortcomings. It also highlights findings on the management support delivered by UNDP. The fifth chapter spells out the conclusions, set of recommendations, strategies and way forward based on the Terminal Assessment. The final part lists the annexes that support the overall PIID-SSTC Terminal Evaluation Report.

## **Chapter 2**

### **Indonesia's Vision for SSTC**

#### **Historical Context: Indonesia's International Development Cooperation**

As a Middle Income Country (MIC), Indonesia has long been involved in the SSTC for a long time. Although its implementation had previously not been as systematic and thorough as it should be, Indonesia has supported the development of its neighbours and other Southern countries at numerous fronts. Indonesia's position as an MIC is on par with the emerging economies such as Mexico, Thailand and Brazil, which makes Indonesia's role quite significant given its dual as both recipient of international assistance from traditional donors to a provider of foreign assistance to other developing countries.

Indonesia's initial efforts at creating an international platform in development cooperation occurred during the convening of the first Asian-African Conference, or also known as the "Bandung Conference" in 1955. At the time, other Southern countries such as Pakistan, Myanmar, India and Sri Lanka, which had just gained independence, were actively co-hosting the event. It outlined the North as developed countries and the South as developing countries where emphasis was put in promoting mutual cooperation among Southern countries. It also highlighted the need to build and design cooperation mechanisms in solidarity and unity among the Global South countries.

The outcome was followed by the Non-Aligned Movement (NAM) in 1960s, the establishment of the United Nations Conference on Trade and Development (UNCTAD) and the Group of 77 (G77). The main goal of UNCTAD was to "maximize the trade, investment and development opportunities of developing countries and assist them in their effort to integrate into the world economy on an equitable basis" in a way to "promote the participation of developing countries in international trade and assists them in their trade negotiations; strengthens service-sector capacities in developing countries; promotes the integration of trade, environment and development; analyses issues related to competition law and policy; seeks to reduce commodity dependence

through investments, enterprise development and technology.”<sup>10</sup> Thus, UNCTAD supports the assimilation and economic assistance between developing countries and promotes the initiative of South-South trade cooperation, including SSC project to support economic development in developing countries.

The G77 was established at the end of the first session of UNCTAD in Geneva, Switzerland and it strengthened the solidarity and unity of the South as a tool for widening the cooperative relationship in the international field between developing countries. The G77, therefore, is “the largest intergovernmental organisation of developing countries in the United Nations (UN), which provides the means for the countries of the South to articulate and promote their collective economic interests and enhance their joint negotiating capacity on all major international economic issues within the UN system, and promote South-South cooperation for development.”<sup>11</sup> Thus, the G77 as an intergovernmental organisation promote to strengthen economic power between and among the developing countries. Other significant measure resulted from the 1978 UN Conference on Technical Cooperation among Developing Countries about the Buenos Aires Plan of Action (BAPA), where Indonesia laid its first groundwork on SSC activities.<sup>12</sup> BAPA’s activity was to promote SSC as strategic plan in the economic and global policy and to support technical cooperation among developing countries (TCDC). The Coordinating Committee for International Technical Cooperation (CCITC) in the early 1980s was another step for the Indonesian technical cooperation activities with other peers among the developing countries.

### **Indonesia’s Current Position in the Global World**

After the proactive participation of Indonesia in the G77, the next big step was to join the G20 elite group of the world’s biggest economies. Established in 1999 upon the initiative of the G7 countries (i.e. Canada, France, Germany, Italy, Japan, the United Kingdom and the United States of America),<sup>13</sup> the G20 is an international forum, which includes 19 countries and European Union as its members. With the entrance of Indonesia into the G20, the country is poised to play a strategic position

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<sup>10</sup> United Nations, “UNCTAD in Brief”. Accessed from: [https://unctad.org/system/files/official-document/edmmisc17rev1\\_en.pdf](https://unctad.org/system/files/official-document/edmmisc17rev1_en.pdf) (29 July 2021).

<sup>11</sup> The Group of 77 at the United Nations. Accessed from: <http://www.g77.org/doc/> (29 July 2021)

<sup>12</sup> Buenos Aires Plan of Action (1978). Accessed from: <https://www.unsouthsouth.org/bapa40/documents/buenos-aires-plan-of-action/> (30 July 2021)

<sup>13</sup> On the latest developments of the G7, see: <https://www.g7uk.org/what-is-the-g7/> (15 November 2021)

and be able to boost its credibility and image in the global community. The G20 represents 85% of the world's economy, 80% of global investment, 75% of international trade, while covering more than 60% of the world population.

As a member of G20, Indonesia can and do obtain benefits from being 'in the club'. First, the Government will be able to get first hand information about the global economic agenda and the risks Indonesia may face in the future. Second, Indonesia would gain access to information regarding of the developed countries' economic and monetary policies. Third, Indonesia could receive technical and financial support from international organisations to strengthen the monitoring of Indonesia's own economic development. Fourth, increasing the Indonesian exposure towards other international forums and organisations.<sup>14</sup> The last benefit obviously lends Indonesia's own credibility and prestige in the international stage.

Being a member of the G20 does increase a country's standing in the world. This is only natural, considering Indonesia's economic performance during the last five year. Currently, Indonesia ranks 16<sup>th</sup> of the World's Gross Domestic Product (GDP) that stands at US\$1,058.42 trillion in 2020 with over 5% growth rate of its GDP and a 1.5% of "share of the world GDP".<sup>15</sup> All the while, Indonesia's GDP per capita is currently standing at US\$12,073 ("most recent value" in 2020).<sup>16</sup> So, despite the downward trend for many countries during the on-going Covid-19 pandemic, Indonesia's GDP remains high compared to many other countries. In fact, many economic risks organisations, such as Pricewatercoopers predict that by 2050, Indonesia will become the world's fourth largest economy after China, India and the United States.<sup>17</sup>

As of 1 December 2021, Indonesia presides over the G20, taking over the leadership from Italy. This position places Indonesia on a much more strategic position than ever before, leading the most powerful countries in the world to tackle the current multifaceted global challenges and formulating their agenda as we move away from

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<sup>14</sup> "Sepak Terjang Indonesia di G20" (Indonesia's Action in G20). Accessed from: <https://mediaindonesia.com/opini/287845/sepak-terjang-indonesia-di-G20> (30 July 2021)

<sup>15</sup> World Bank Data on GDP. Accessed from: <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?end=2020&locations=ID&start=1967> (15 November 2021). See also <https://databank.worldbank.org/data/download/GDP.pdf> (30 July 2021)

<sup>16</sup> World Bank Data on GDP. Accessed from: <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?end=2020&locations=ID&start=1967> (15 November 2021).

<sup>17</sup> See: <https://www.pwc.com/gx/en/research-insights/economy/the-world-in-2050.html#keyprojections> (20 October 2021)

the ruins of the world economy due to the Covid-19 pandemic and toward a brighter economic future under the so-called “New Normal”. The theme of Indonesia’s presidency over the G20 is therefore “Recover Together, Recover Stronger”, which no doubt speaks to the current condition of the world. Here, Indonesia urges “all countries to work together to achieve a stronger and more sustainable world recovery”.<sup>18</sup> Meanwhile, there are three main pillars to Indonesia’s G20 presidency, namely: Global Health Architecture, Sustainable Energy Transition and Digital Transformation. The Government of Indonesia statement says:

Through these pillars, Indonesia will continue to take the lead on ensuring equitable access to COVID-19 vaccines, promoting sustainable and inclusive economic development through MSMEs participation and digital economy. While also maintaining the aspiration to continue to improve our collective capacity in securing the shared prosperity among nations, through various reform efforts in global taxation, stronger cooperation in fighting corruption, deepening of infrastructure financing, and pushing for a more democratic, and representative international cooperation.<sup>19</sup>

Here, Indonesia’s G20 presidency also makes mention of “the gaps in the countries’ capacities” and the need to push for further “international cooperation”. These phrases could well suggest that G20’s development cooperation with the Global South could well be part of the solution to the many problems of today’s world, and that SSTC initiatives and projects could serve that purpose.

### **SSTC’s Long and Winding Road**

As mentioned, Indonesia’s engagement with the Global South began initially in the Bandung Conference in 1955, getting together some 29 countries from the Asian and African continents. In the Final Communiqué, the participating governments “considered problems of common interest and concern to countries of Asia and Africa and discussed ways and means by which their people could achieve fuller economic, cultural and political co-operation.”<sup>20</sup> Furthermore, the Final Communiqué under “economic cooperation” stated the following:

The Asian-African Conference recognised the urgency of promoting economic development in the Asian-African region. There was general desire for economic co-operation among the participating countries on the basis of mutual

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<sup>18</sup> See the formal website of “Indonesia’s G20 Presidency”: <https://g20.org/indonesia-g20-presidency/>

<sup>19</sup> Idem ditto.

<sup>20</sup> Final Communiqué entitled “Asia-Africa speak from Bandung,” Jakarta: Ministry of Foreign Affairs, Republic of Indonesia, 1955, pp.161-169.



interest and respect for national sovereignty ... It was further recognised that the assistance being received by certain participating countries from outside the region, through international or under bilateral arrangements, had made a valuable contribution to the implementation of their development programmes.<sup>21</sup>

It later called on the Asian-African countries:

... to provide technical assistance to one another, to the maximum extent practicable, in the form of: experts, trainees, pilot projects and equipment for demonstration purposes; exchange of know-how and establishment of national, and where possible, regional training and research institutes for imparting technical knowledge and skills in co-operation with the existing international agencies.<sup>22</sup>

Formerly, SSTC started with the establishment of South-South Cooperation SSC in 1960s and 1970s, when poverty dominated much of the Global South. SSC project focused on capacity development, political cooperation and exchanges of experts. The economic development side of SSC at the time was referred to “technical cooperation among developing countries” and “economic cooperation among developing countries”, which share common colonial and political interests. SSC differed from the North-South Cooperation (NSC), in which the relationship between donor and recipient was vertical and was covered by particular ‘conditionalities’.

Thus, SSC had a horizontal relationship based on common interest, equality, mutual understanding and shared values. The fast track of SSC began in the mid-1980s with Foreign Direct Investment (FDI), progress toward technology transfer, regional integration and financial cooperation. The development of South-South trade rose quickly from the 1990s until the Asian financial crisis, when Southeast Asian economies, including Indonesia, saw a record low in their growth and value of the local currencies.

Then, as the Southern economies started to pick up again, the global financial crisis ravaged the world in 2007/08. The time before the global financial crisis brought the developing countries’ economies into the fold of globalisation, where participation in global chains and commodity cycles were on the increase. After the global financial crisis, opportunities for the Global South to develop and grow its economies became much more pronounced, while the Northern markets experienced considerable

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<sup>21</sup> Idem ditto.

<sup>22</sup> Idem ditto.

economic slowdown. However, the effort from the Southern countries to engage the more developed economies of the world in the financial and trade areas of the world enhanced significantly. There are three main reasons for why the SSC is important and strategic: the external and internal push for stability, peace building, gender equality and human rights; the SSC cooperation can strengthen country efforts to achieving prosperity; and the intensification of relations in inter-regional economic cooperation would support connectivity to enhance Asian and African solidarities.<sup>23</sup> Therefore, SSC can be defined as initiatives that are:

... initiated, organised and managed by developing countries themselves; often, Governments play a lead role, with active participation from public- and private-sector institutions, non-governmental organisations and individuals. It involves different and evolving forms, including the sharing of knowledge and experience, training, technology transfer, financial and monetary cooperation and in-kind contributions. SSC can include different sectors and be bilateral, multilateral, sub-regional, regional or interregional in nature.<sup>24</sup>

The framework of collaboration and cooperation among developing countries of the Global South created the foundation of regional and bilateral relationship. This cooperation increased the existence of trade, technology transfer, change of solutions, and regional integration among Southern countries. From the SSC groundwork, further steps of the cooperation created broader establishment into SSTC in the Bogota Statement Towards Effective and Inclusive Development Partnership in 2010. It is stated that:

SSC is a natural expression of collaboration and mutual interest between partner countries, at global, regional, and country levels. SSC is a historical process, with unique characteristics, which reflects solidarity, adapts to local contexts and capacities, and promotes mutual benefit and win-win outcomes and horizontal partnerships. SSC is not a substitute for, but a complement to, North-South development cooperation, with triangular cooperation acting as a bridge between South-South and North-South cooperation.<sup>25</sup>

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<sup>23</sup> Aditya Vasishtha, "Assessing Indonesia's Development Cooperation" in *Jindal Journal of Public Policy*, 3(1), p.137.

<sup>24</sup> United Nations Office for South-South Cooperation, "What is South-South Cooperation?" Accessed from: [http://unssc1.undp.org/sscexpo/content/ssc/about/what\\_is\\_ssc.htm?utm\\_source=EN&utm\\_medium=GS&utm\\_content=US\\_UNDP\\_PaidSearch\\_Brand\\_English&utm\\_campaign=CENTRAL&c\\_src=CENTRAL&c\\_src2=GSR&gclid=CjwKCAjwsNiBhBdEiwAJK4khlyAaIUys8\\_qlQErdViKtFpm0f07j7n4YVC Ficaj-N-u47S6Oxk2qRoCBYoQAvD\\_BwE](http://unssc1.undp.org/sscexpo/content/ssc/about/what_is_ssc.htm?utm_source=EN&utm_medium=GS&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=CjwKCAjwsNiBhBdEiwAJK4khlyAaIUys8_qlQErdViKtFpm0f07j7n4YVC Ficaj-N-u47S6Oxk2qRoCBYoQAvD_BwE) (14 August 2021)

<sup>25</sup> "Bogota Statement Towards Effective and Inclusive Development Partnerships" in the High Level Event on South-South Cooperation and Capacity Development, Bogota, dated 25 March 2010.

The SSTC is a collaborative framework on development cooperation by Southern countries in cooperation with traditional donor countries that are mostly grouped in the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (OECD DAC). The setup of the SSTC was intended to help the progress of other Southern countries by way of supporting and providing technological systems, governance or management, funding, training or others. There are four main model of actors in SSTC as follow: first, SSC as the main actor of the development cooperation; second, bilateral cooperation between provider of development cooperation and pivotal country to build partnership agreement with beneficiary country as the third actor; third, bilateral cooperation between provider of development cooperation and a beneficiary country, in which the pivotal country joins an established partnership between provider of development cooperation and a beneficiary country; and fourth, the cooperation between the three actors (provider of development cooperation, pivotal country, and beneficiary country) to analyse, create, and implement the project.<sup>26</sup> In terms of benefits, there are three types within the SSTC framework, which can be described as follows:

1. For the traditional development assistance countries, the benefit of SSTC is to improve the effectiveness and efficiency of the aid through channelling successful experiences to the third countries, replace aid programmes in third countries with the programmes of provider of development cooperation, alleviate the expenses by employing experts from provider of development cooperation, establish the proficiency of agencies in the development cooperation to improve the capacity of the international development cooperation system in donor countries, and inform the procedures and principles of the aid into new donors.
2. For the emerging providers of development cooperation, the benefit of SSTC is to increase the capacity of South-South cooperation by sharing successful experiences and mobilise additional resources with the involvement of traditional development assistance countries, to encourage the integration and regional cooperation, improve the visibility as emerging donors, and to use the support and experience of traditional development countries for establishing their own development cooperation agencies.
3. For the recipient countries, the benefit of SSTC is to improve the “value for money” within the development assistance by engaging less expensive experts from emerging donors, to make good use of the similarities between emerging donors’ experiences and their needs for development solutions. This could be

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<sup>26</sup> “Study on Policy Implementation and Funding Partnership Strategy of South-South and Triangular Cooperation,” undated, p.29.

done by way of capitalising on the cultural and language proximity with the emerging donors, and authorise contacts between experts from emerging donors and respondents in the beneficiary countries.

The main obstacle resides in the many stakeholders involved and the difficulty in coordination between and among government partners that can interfere with the harmony of the country's strategy in development cooperation and accomplishment of its foreign policy objectives. Many countries face difficulty in dividing and streamlining the roles and responsibilities of their relevant line ministries and agencies, or even in agreeing to general procedures and the business process.

### **UNDP Support to Indonesia's SSTC**

Through various initiatives and projects, UNDP Indonesia has been supporting Indonesia's SSTC since as early as 2010. It was during this period that the Government of Indonesia established the National Coordination Team (NCT), which comprised the Ministry of Development Planning/Bappenas, MoFA, the State Secretariat and the Ministry of Finance. The NCT was primarily tasked to create an enabling environment for the establishment of what was previously called a "single agency", which was to be given the mandate to formulate, coordinate, implement, monitor and evaluate Indonesia's SSTC programme. Within such framework, the NCT has three main functions:

1. Institutional framework building led by Bappenas and Ministry of Finance
2. Programme and funding by led MoFA and Bappenas
3. Monitoring, evaluation, publications and knowledge management by State Secretariat and MoFA

UNDP's support to the NCT included: conducting a stocktaking exercise, which resulted in the publication of the *SSTC: Stocktaking and Strategic Review* (May 2014), which was jointly published by UNDP and Bappenas;<sup>27</sup> facilitating dialogues, consultation meetings and participation in global/regional forums; supporting the conceptualisation and design of the IT system of the Knowledge Hub platform; synthesising lessons learned to inform the development of SSTC policies and regulations; and advising and providing technical services to the NCT.

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<sup>27</sup> Both the study and the document were conducted and written by Dicky Sofjan, Carola Kenngott and Thomas Beloe, and can be downloaded in <https://www.id.undp.org>.

Since 2017, UNDP gravitated towards MoFA as the institution within the Government of Indonesia to be given the mandate to lead the prospective single agency as part of the larger mandate to lead the country's foreign policy and international diplomacy. Thus, UNDP's SSTC project was targeted to mainly engage the Indonesian MoFA. The shift to collaborate with MoFA on SSTC is also consistent with the issuance of the Government Regulation No.48/2018 on the "Provision of Grants to Foreign Governments/Institutions".

In Article 4(1) of this regulation states, "Provision of grants are a tool of diplomacy that is aimed at achieving national interest." Article 8(3) of the same regulation also stipulates, "The formulation of the grant provision policy is coordinated by the MoFA, Development Planning/Head of Bappenas, State Secretariat and other heads of relevant institutions." Meanwhile, Article 9(2) of Government Regulation No.48/2018 highlights the centrality of the role of MoFA, whereby it states, "Ministers/Heads of Agencies and appointed officials can submit Grant Provision proposals to the Minister of Foreign Affairs." Furthermore, Article 9(2) of Government Regulation No.48/2018 on Provision of Grant stipulates that proposals should contain the following information:

- a. prospective Grant Receiver
- b. estimated value of grants
- c. expected results
- d. planned execution of the Grants Provision in the form of monies to fund activities
- e. benefit analysis of the Grants Provision

The Terminal Evaluation has found that the PIID-SSTC Project provided a perfect launching pad for the Government of Indonesia to establish the Indonesia AID as a single agency that would serve as a 'one-stop shopping' institution that could potentially manage and deliver the many services related to Indonesia's SSTC. In developing the institutional capacity of the SSTC partners, stakeholders and beneficiaries, the PIID-SSTC Project aided the Indonesian MoFA to put trust on the viability of the single agency and the necessary procedure in place to ultimately safeguard, manage and sustain the agenda of the Government of Indonesia. It comes within the context of the increasing responsibility that Indonesia plays internationally, regionally and also with its direct neighbouring countries.

The PIID-SSTC Project was successful in pushing the lingering problem of institutionalisation and complex management of Indonesia's SSTC programme. With so many partners, stakeholders and intended beneficiaries, both direct and indirect, the PIID-SSTC was able to get the main partners from within the Government of Indonesia to come together and agree on the establishment of the single entity. This decision, however, does not come without complications or implications. The establishment of the Indonesia AID comes with great responsibility on the part of the Government of Indonesia as a collective to oversee, manage and sustain its performance in the future and to transform its development cooperation into meaning foreign policy objectives.

Through the PIID-SSTC Project, UNDP together with its main partner and beneficiary, the Indonesian MoFA, was able to advance systematic knowledge and deep insights on development cooperation as well as advocate for policies on Indonesia's SSTC. This effort is to ensure the viability, effectiveness and efficiency of the delivery of international development cooperation. Throughout the process, and through the PIID-SSTC Project and initiatives, UNDP made sure that everything must be consistent with the legal and policy frameworks that serve as the basis for Indonesia's SSTC. These studies and publications include:

- a. *From Receiving to Giving: Future Trajectory of Indonesia's International Development Cooperation Agency (53 pages)*

This study served as a reference for the enactment of Government Regulation No.48/2018 and its revised version of Government Regulation No.57/ 2019 for Indonesia AID since October 2019. The final version of the White Paper was submitted to the Indonesian MoFA in July 2018.

- b. *Policy for the Provision of Grants to Foreign Governments/Foreign Institutions (11 pages)*

The final draft version of this strategic paper was shared internally to MoFA in March 2019.

- c. *Partnership for a Better Common Sustainable Future: Regional Partnership Strategy (RPS) of the Indonesian Development Cooperation in the Pacific Islands 2020-2024 (42 pages)*

This study was formally incorporated into the Minister of Foreign Affairs' Regulation on Indonesia's RPS in the Pacific Islands for 2020-2024. Initial draft was submitted to MoFA in May 2019 and was finalised in September 2019.

- d. *Regional Partnership Strategy (RPS) of the Indonesian Development Cooperation in Africa*

The first draft of this paper was prepared in February 2020 and contains Indonesia's Regional Partnership Strategy in the African region.

e. *Tales beyond Borders (59 pages)*

The ethnographic book was based on human-interest stories and narratives as experienced by Indonesian peace builders at the country's borders and the overseas Peace Keepers in the operational missions. The book was finalised in September 2019.

f. *Review on Border Mechanism between Indonesia and Timor Leste (33 pages)*

The draft of the *Review* document was finalised in October 2020, and has been endorsed by the Indonesian MoFA. The status still awaits final endorsement from the RAEOA-ZEESM Government in Timor Leste.

Evidently, many of the above studies and publications have served as a basis for some of the new regulations that were intended to strengthen Indonesia's SSTC, and clarified some of the main strategies of the Government and the different roles and responsibilities played by different partners and relevant stakeholders. For example, some of these studies had formed the basis of or influenced various regulations such as Government Regulation No.48/2018 on Provision of Grants to Foreign Governments/Institutions, which was amended to Government Regulation No.57/2019; and then MoFA Regulations No.11 on the Policy to Give Grants to Foreign Governments/Institutions for Medium Term, which was later amended by MoFA Regulation No.15/2020; and then MoFA Regulation 12/2019 on Method of Application and Assessment of Giving Grants to Foreign Governments/Institutions; as well as Government Regulation No.34/2019 on Cross-border Trade (see Annex 1 on Relevant Regulatory Policy Frameworks on Indonesia's SSTC).

### **Chapter 3**

## **Linking Outcomes, Outputs and Activity Results of the PIID-SSTC Project**

This section examines the PIID-SSTC Project goals, outcomes, outputs and activity results and attempts to establish links with the results of the evaluation and analysis of the state of affairs in the context of Indonesia's SSTC. The initial part examines the correlation between PIID-SSTC and the various UN development frameworks, which are embedded in the UNDP Country Programme Documents (CPDs).

### **UN Development Frameworks**

The Project Document of PIID-SSTC specifically mentions a number of “contributing outcomes” based on the United Nations Development Assistance Framework (UNDAF), United Nations Sustainable Development Framework (UNSDF) and United Nations Partnership Development Framework (UNPDF), which have all been reflected in the CPD 2016-2020 and more recently the CPD 2021-2025.

One of the most prominent contributing outcomes of the PIID-SSTC would be toward the broad achievement, which is emphasised in the UNPDF/CPD 2016-2020 Outcome 4, whereby it states: “By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust.” The PIID-SSTC Project directly targeted groups and beneficiaries at the local level, enabling the community of farmers to increase their income, livelihood and capacity through the various training facilitated by the PIID-SSTC Project.

Based on the assessments of the farmers, who shared their sentiments during the Terminal Evaluation, the farmers conveyed their appreciation to Governments of Indonesia, Norway, Timor Leste and UNDP that facilitated their learning and access to the knowledge and expertise in the fields of agriculture, husbandry, food processing, packaging and marketing. All four farmers from Napan were interviewed online during the Project Terminal Evaluation process through the facilitation of the UNDP Field Staff in Napan and Oesilo. All the farmers, who were interviewed, conveyed their



gratitude to the Government of Indonesia and UNDP for facilitating the training, which gave them a lot of “new knowledge and skills”, and thoroughly enjoyed the programmes being offered.<sup>28</sup> At least half of the participating farmers, who attended the training in Batu, Kupang and other places were women farmers, who were able to increase their income and livelihood due to their enhanced capacity in farming, food processing and marketing. The PIID-SSTC Project therefore places gender equity and participation as a premium value in the whole implementation process.

Under the UNSDF/CPD 2021-2025 Outcome 4, it is also stated, “Stakeholders adopt innovative and integrated development solutions to accelerate advancement towards the Sustainable Development Goals (SDGs).” The PIID-SSTC is an innovative project that facilitated an enabling environment for the Government of Indonesia to advance a number of SDGs. They include SDGs Nos.1 (No Poverty), 3 (Healthy and Well Being), 5 (Gender Equality), 6 (Clean Water and Sanitation), 8 (Decent Work and Economic Growth), 10 (Reduce Inequalities), 16 (Peace Justice and Strong Institutions) and 17 (Partnerships for the Equals). Based on the Terminal Evaluation, the PIID-SSTC Project proposal seemed to have thoughtfully considered and incorporated the above-mentioned SDGs.

On the ground, the Indonesian MoFA moved forward by streamlining the demand-driven process of supplying the SSTC to other developing countries in the Global South, in this case with Timor Leste at the cross-border region. Since its inception, the PIID-SSTC had envisioned the need to provide “development solutions” to a rather untidy and ineffective SSTC management, as stated in the “Problem Tree” in the PIID-SSTC Project Document. With the Indonesian MoFA and other partners and relevant stakeholders, the Project team was able to bring about a brave, innovative and integrated measure to ensure a well maintained institution that would ultimately make the Government of Indonesia’s SSTC programmes more manageable, systematic and target-oriented in the future.

In the CPD 2016-2020, the Indicative Output 4.4 states, “SSTC partnerships established and/or strengthened for development solutions.” One of the main, if not primary, Outputs of the PIID-SSTC is to build the capacity of the Government of Indonesia to govern the SSTC by way of establishing a single agency. This would streamline the process, procedure and mechanism, while at the same time provide the

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<sup>28</sup> Based on the interviews with the farmers in Napan, which occurred on 26-27 August 2021.

necessary and firm regulatory and policy frameworks, which could facilitate a well functioning SSTC process and a clearer management structure that would enhance the Government's ability to effectively, efficiently and strategically manage the demand-driven SSTC model. In addition, with the establishment of Indonesia AID and the endowment fund invested by the Government of Indonesia, development cooperation would be easier to carry out and the strategic value of the SSTC will bear fruits more than ever before.

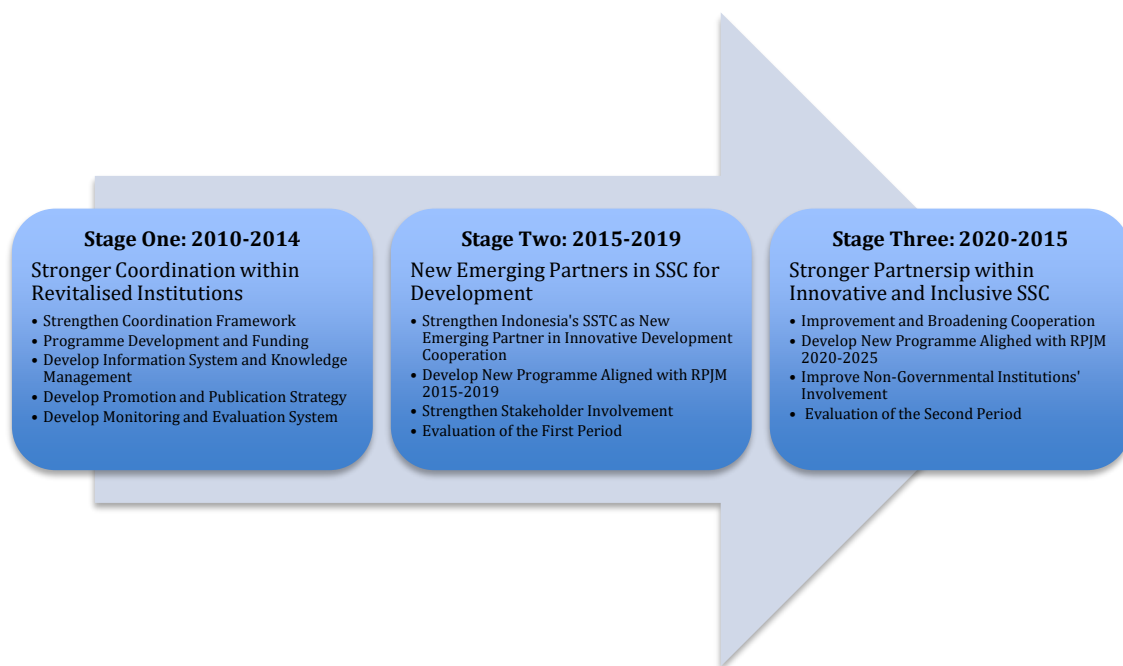
In the CPD 2021-2025, the Output 4.4 states, "Partnerships strengthened for innovative and inclusive South-South and Triangular Cooperation." This is truly the core of the PIID-SSTC Project and why it was installed in the first place. Clearly, the Government of Indonesia and UNDP had agreed for years that the strengthening of the SSTC would be a strategic step toward the right direction, as Indonesia graduates to become an economic powerhouse in the Global South. This could only mean that Indonesia will have a greater role and responsibility in the design of the global political and economic agenda, enabling the country to put more diplomatic efforts to close the gap between the advanced and lesser economies of the world. One confirmation on this future role is Indonesia's presidency in the G20, which formally begins on 1 December 2021. As mentioned, this will put Indonesia on the spotlight as a beacon for other Southern countries struggling to come out of their economic quagmire amid the ruins of the Covid-19 pandemic.

### **Grand Design, Problem Tree and Theory of Change**

In the Grand Design of Indonesia's SSTC, there are three stages that were set from 2010 to 2025. These stages were as follows:<sup>29</sup>

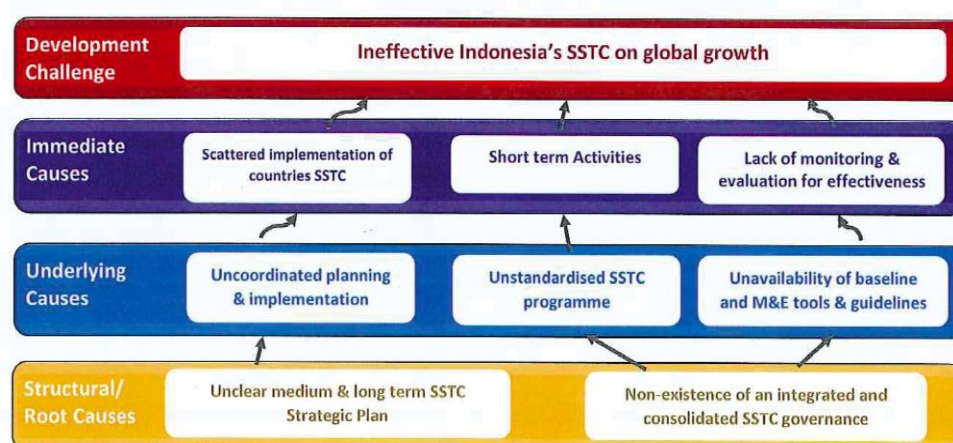
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<sup>29</sup> See Original Project Document of PIID-SSTC, December 2017.



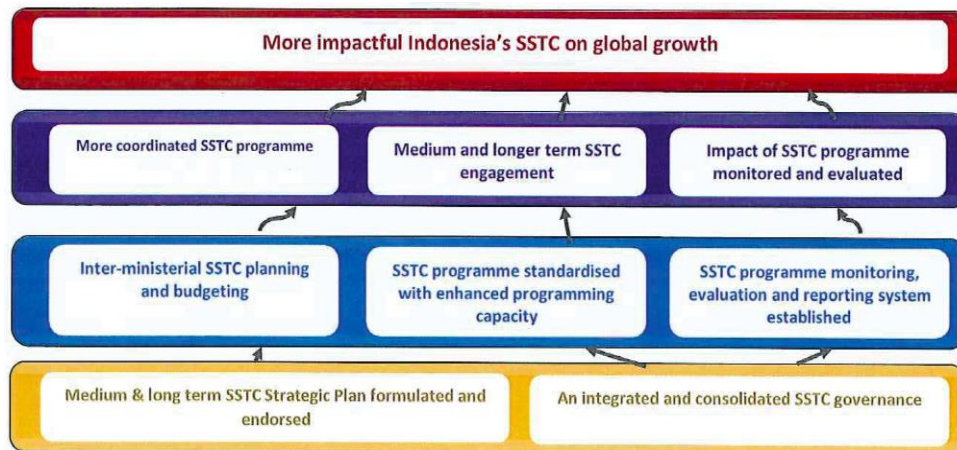
As is illustrated in the Grand Design, three Stages have been established for Indonesia's SSTC development, which are set forth based on certain times frames and specific agenda of development.

Apart from the Grand Design, there is also a "Problem Tree" that was developed and conceived of prior to the inauguration and initiation of the PIID-SSTC Project. The Problem Tree no doubt captured most of the problems that were considered as part of the baseline reality confronting Indonesia's SSTC (see below).<sup>30</sup>



<sup>30</sup> Idem ditto.

The Problem Tree does provide some ideas as to what the PIID-SSTC was up against in terms of the institutional, governance and capacity challenges as well as the other necessary infrastructure needed to conduct the business of Indonesia's SSTC. Fortunate, however, the PIID-SSTC Project Document also provided its "Theory of Change", which is illustrated below:<sup>31</sup>



The above Theory of Change, which became the underlying strategy of the PIID-SSTC Project, was evidently useful in getting hold on some of the priority areas of work that needed to be done and accomplished. It also provided a guided pathway to achieve the expected outcomes and results of the Project.

Yet, like all kinds of planning, everything must ultimately succumb to the Murphy's Laws that "if anything can go wrong, it will!" And indeed the Covid-19 pandemic had change the world, literally, and transformed the way all of us conduct our businesses and arrange our lives to mitigate the problem associated with the rampant spread of the new Coronavirus. Nonetheless, the PIID-SSTC Project forged ahead with what could be done even after the physical distancing, social restrictions and implementation of the stay-at-home orders, including the conduct of this Terminal Evaluation, albeit virtually.

### **Expected Outcomes, Outputs, Indicators and Assessments**

Again, there are two major outcomes that the PIID-SSTC Project initially attempts to achieve: one is derived from the UNPDF/CPD 2016-2020 Outcome 4, which states, "By 2020, disadvantaged populations benefit from enhanced access to

<sup>31</sup> Idem ditto.

justice and more responsive, inclusive and accountable public institutions that enjoy public trust.” The other is based on the CPD Output 4.4., which states, “SSTC partnerships established and/or strengthened for development solutions.”

In terms of the “expected outputs” and “indicators” as determined in the original PIID-SSTC Project Document, they comprise a set of highly specific statements that measured against the realities after the Project implementation. This section provides an assessment on each and every one of the expected outputs and indicators as they are observed based on the Terminal Evaluation:

Project Output/ Activity Result	Indicators	Assessments
<b>Project Output 1:</b> <i>Enhanced institutional capacity in coordinating and managing Indonesia’s SSTC</i>		
Activity Result 1.1: Establishment of an integrated and consolidated SSTC governance and platform	<ul style="list-style-type: none"> <li>• Recommendation on the future trajectory of Indonesia’s international development cooperation is produced</li> <li>• SSTC working mechanism at MoFA is developed</li> <li>• Human resources strategy for MoFA’s SSTC governance is developed</li> <li>• Annual work plan and budget plan on SSTC in the different units at MoFA are developed in accordance to SSTC strategic plan</li> </ul>	<p>This was achieved thoroughly with the establishment of Indonesia AID along with the endowed funds invested by the Government of Indonesia.</p> <p>Communication and coordination with MoFA were successfully executed within the framework of the PIID-SSTC.</p> <p>Some thinking, analysis and strategies have been discussed within MoFA to supply regular human resource and to further professionalise the team responsible for international development cooperation.</p>

<p>Activity Result 1.2: Enhanced policy and regulatory framework that further increases the quality of Indonesia's SSTC</p>	<ul style="list-style-type: none"> <li>• Strategic plan of Indonesia's SSTC is developed</li> <li>• Remaining regulatory gap and needs are identified (e.g. Ministerial Decrees)</li> <li>• Regional/Country Partnership Strategies are drafted</li> <li>• Guidelines for third party engagement (private sector, academia, NGOs, local governments, development partners) are consolidated</li> </ul>	<p>Studies and publications were conducted by the PIID-SSTC Project that served as a basis for some, if not most, of the new regulations and policies related to Indonesia's SSTC, especially those issued under the Indonesian MoFA.</p> <p>The Regional Programme Strategies (RPS) for Pacific Islanders is done, while the African one still awaits MOFA's endorsement.</p> <p>In light of the findings associated with the transfer of equipment to Timor Leste local community in Oesilo, Guidelines, Protocols and SOPs regarding any transfers of goods and equipment may have to be re-examined and strengthened.</p>
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<p>Activity Result 1.3: Enhanced capabilities and mechanisms to manage SSTC</p>	<ul style="list-style-type: none"> <li>• Impact level M&amp;E mechanism and capacity are developed</li> <li>• Indonesia's capacity in providing supply and capturing demand are enhanced</li> <li>• MoFA's capacity in analysing SSTC programme proposals and guiding the line ministries in SSTC programme development is enhanced</li> <li>• Review on IT system and data centre effectiveness conducted</li> <li>• Public engagement/ outreach activities are planned</li> </ul>	<p>The MoFA has begun to seriously engage other Line Ministries (e.g. Agriculture) in the execution of training programmes that were participated by cattle and agricultural farmers in both Napan and Oesilo.</p> <p>Civil society and grassroots groups were involved in assisting and mobilising farmers and community leaders to participate in training programmes.</p> <p>Communication and coordination experienced a downturn when the Covid-19 pandemic begun in the first quarter of 2020. This was about the same time when the borders were closed between Indonesia and Timor Leste.</p>
<p><b>Project Output 2:</b>  <i>South-South Triangular Initiative Implemented: Peace-building through cross-border local economic development between Indonesia and Timor-Leste</i></p>		
<p>Activity Result 2.1: Government-to-Government Agreement on Indonesia-Timor-Leste Peace-building through Cross-Border Local Economic Development signed</p>	<ul style="list-style-type: none"> <li>• A concept of peace building through cross border local economic development initiative is formulated</li> <li>• A joint Indonesia and Timor Leste governments need assessment conducted through consultative process with national and local stakeholders to get democratic and socioeconomic data (e.g.</li> </ul>	<p>Some meetings and consultations were convened between the district government of NTT and the RAEOA-ZEESM.<sup>32</sup></p> <p>A rough agreement has been drafted, and remains to be reviewed by both Governments in Jakarta and Dili.</p> <p>Training programmes and</p>

<sup>32</sup> A joint meeting conducted by Viktor Laiskodat, NTT's governor, with RAEOA-ZEESM's president of Oe-cusse-Ambeno, Mari Alkatiri, on 10 December 2018 was without the presence of both central governments as the authoritative institutions, particularly from the Ministry of Foreign Affairs .

	<p>target community, gender, age, potential commodity, etc.)</p> <ul style="list-style-type: none"> <li>• A mapping of potentials for cross border local economic interaction is carried out</li> <li>• A G2G Agreement on Peace Building through Cross Border Local Economic Development Programme signed between the Governments of Indonesia and Timor Leste</li> </ul>	<p>study tours were convened for cattle and agricultural farmers from Napan and Oesilo. Upon graduating from their capacity development training programmes and study tours, they were able to add value to their products, while able to increase their income.</p> <p>Due to the found cases of African Swine Fever and the fear of the Covid-19, the authorities in Indonesia and Timor Leste closed down the borders, which made travel virtually impossible that resulted in the downturn of their production and income.</p> <p>Due to border closures and high turnover at the RAEOA-ZEEMS, the talks, meetings and consultations on the cross-border local economic development were also unfortunately discontinued.</p>
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<p>Activity Result 2.2 Peace Building through Cross Border Local Economic Development Programme Planned and Implemented</p>	<ul style="list-style-type: none"> <li>• A joint action plan for cross border local economic development developed and mutually agreed by the Governments of Indonesia and Timor Leste</li> <li>• Multi-stakeholders joint steering board established comprising central governments, local governments and the private sector from Indonesia and Timor Leste</li> <li>• Border communities organising activities conducted, through facilitation on technical capacity training and access for financing scheme</li> <li>• The need for enabling regulatory environment to facilitate cross border economic activities in both countries is mapped</li> </ul>	<p>Both Governments and Local Authorities have met and are in principle in agreement to establish peace-building measures in the cross-border region.</p> <p>However, while the local economic development programme has been facilitated and showing signs of positive impact on peace building, the Covid-19 pandemic has hampered its progress significantly due to border closure.</p>
<p><b>Output 3:</b> <i>Enhanced Indonesia's Role at Global SSTC Forum</i></p>		
<p>Activity Result 3.1: Networks at regional and global levels are established</p>	<ul style="list-style-type: none"> <li>• Indonesia's concept on global and regional SSTC platform formulated</li> <li>• National and international engagements for Indonesia-led SSTC platform are initiated</li> <li>• Indonesia-led SSTC platform is initiated</li> </ul>	<p>Indonesian MoFA attended international forums and presented its SSTC work and the role of gender mainstreaming and women's empowerment.</p> <p>International conferences on the SSTC was convened, such as the one with Faculty of Social and Political Sciences of UGM.</p> <p>Indonesia's rising prominence in the Global South is expected to increase exponentially as it</p>

		presides over the G20 in 2021-2022.
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## Clean Water Project in Napan

In East Nusa Tenggara, most notably in the TTU region, clean water is scarce. In the Napan village, scarcity is felt even more, as water is needed for their health, wellbeing, livelihood and income, especially for agricultural activities and cattle grazing. An officer for the Ministry of Agriculture in East Nusa Tenggara, Mikzon Lakidang explained that:

The demand for water is of primary concern, and hope that the availability of water could support their agriculture. The average age of farmers in East Nusa Tenggara is above 40 years, and the young generation do not seem to be interested in farming. We therefore need to make the young generation understand. Out of the 5.3 million people [in East Nusa Tenggara], 60% work in the agricultural sector.<sup>33</sup>

It is said that provision of water to Napan will benefit 1149 people in 266 households.<sup>34</sup> Based on the needs assessment, sustainable clean water source:

[F]armers in the Napan village will be able to produce value-added products from their local agriculture and livestock commodities, which are fit for human consumption. These in the long run would contribute to the improvement of their livelihoods. For example, producing edible products from tamarind, such as tamarind candy and tamarind syrup; or from the cattle industry, such as beef floss, to name a few.<sup>35</sup>

Prior to the building of the solar-powered clean water system, a process of UNDP-led consultation with community members and the Napan village officials were conducted to determine the location of the water pump, while taking into consideration elevation, distance to the households and water quality.<sup>36</sup> The facilitation was coordinated and assisted by Yayasan Mitra Tani Mandiri (YMTM/Foundation for Independent Farmers' Partnership) led by a local community organiser Josef Maan.

Through the facilitation of the PIID-SSTC Project, the Indonesian MoFA was able to mobilize contributions to help the people in the locality to build a solar-powered

<sup>33</sup> Interview with Mikzon Lakidang, Ministry of Agriculture in East Nusa Tenggara on 22 July 2021.

<sup>34</sup> See, Project Proposal entitled Provision for Clean Water Supply for Napan village (dated 2019).

<sup>35</sup> Idem.

<sup>36</sup> See document entitled Provision of Clean Water Supply to Address Water Scarcity in Napan Village, Nusa Tenggara Timur (dated 2020).

water system. This was made possible with the generous contribution of the Jakarta Ambassador Golfers' Association (JAGA).<sup>37</sup> In its so-called "outreach activities", JAGA's charity and contributions have included among others:

- *Kluwek* (black nut) tree planting at Sekolah Pelita Harapan (SPH) at Karawachi, Banten (2021)
- Contribution to the construction of Panjaratan Village bridge in Tanah Laut District, South Kalimantan (2021)
- Contribution to surgery assistance for cleft lip children with Smile Train Foundation (2020) and Indonesian MoFA's *Dharma Wanita* (Women's Social organisation)
- Contribution to building of "The Diplomacy Bridge" in Garut, West Java (2018)

In view of JAGA's contributions to Napan, the donation was able to develop a solar-powered clean water project to enhance the quality of life in that region. The donation was based on an Exchange of Letter signed on 28 January 2019 by UNDP Resident Representative. Meanwhile, the Deputy Minister of Foreign Affairs Mahendra Siregar inaugurated the project on 27 July 2020. The success of the clean water project in Napan was a result of collaboration among the ASEAN Secretariat, UNDP and the MoFA. On JAGA's solar-powered water system, Maan, Chairperson of Yayasan Mitra Tani Mandiri (YMTM) or the Foundation for Independent Farmers' Partnership, said:

The well that was built by the Ambassadors has been a great help. The village government has also supported the project with the piping system. It's called the irrigation drops (*irigasi tetes*) with Solar Rex. The source water can fulfil the needs of around a hundred households. The construction and development merely took a month.<sup>38</sup>

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<sup>37</sup> JAGA was established in 1988 by H.E. Ali Alatas the Minister of Foreign Affairs of the Republic of Indonesia 1988 – 1999. Its main objective was to provide an avenue for Ambassadors to interact in a less formal setting with the Ministers, high-ranking officials of the Ministry of Foreign Affairs and other Ministries' officials. Later on, it has expanded to involve prominent businesspersons in Indonesia, particularly in Jakarta and the main membership are the Ambassadors and heads of the UN Agencies in Jakarta. Business persons frequently supporting JAGA events are designated as "Honorary Members of JAGA". Currently, JAGA is co-chaired by H.E. Ambassador Ngurah Swajaya, who is the Director General of American and European Affairs, and H.E. Ambassador Tran Duc Binh, who is the Deputy Secretary General of ASEAN for Community and Corporate Affairs. For more, see: <https://jakartaambassadorgolf.org/>

<sup>38</sup> Interview with Josef Maan, Yayasan Mitra Tani Mandiri (Foundation for Independent Farmers' Partnership) on 22 July 2021.

According to Maan, “The solar-powered water is now maintained and guarded by the community.”<sup>39</sup>

## **Risk Analysis**

Based on the revised RRF, the PIID-SSTC Project has listed some potential risks involved in the implementation during the period of extension. These risks include:<sup>40</sup>

- Deferment of implementation of Government Regulations No.48/2018 and No.57/2019 on the Provision of Grants to Foreign Governments/Institutions.
- Delays in the formulation of the Peace Building through Cross-Border Local Economic Development Programme.
- Unclear internal MoFA’s coordination and viewpoints on the role of Indonesia at the global levels.

When analysing these newly found risks, the Terminal Evaluation found that the source of these risks lies in the prolonged Covid-19 pandemic and all the policy implications that have resulted as a way to mitigate the problem of the spread of the novel Coronavirus. There are two major results that had caused such risks to emerge: one concerns the government-imposed social and travel restrictions, while the other relates to national expenditures that were reallocated to prevent the Covid-19 pandemic from getting any worse.

The government-imposed policies, as we all know, is worldwide and applicable to almost all nations, including Indonesia, Timor Leste and even Norway as the main funder to the PIID-SSTC Project. Although countries adopted varying degrees of restrictions, it was clear from the outset that the Government of Indonesia wanted to impose a strict policy of social and travel restrictions, which had indeed paid off when considering the success of the Government of Indonesia in mitigating the spread of the Covid-19. In that sense, the deferment of the implementation of the Government Regulations could be seen as rational and based on common sense. The safety of the people and government officials were indeed the top priority of the Government of Indonesia and many other governments around the world.

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<sup>39</sup> Interview with Josef Maan, Yayasan Mitra Tani Mandiri (Foundation for Independent Farmers’ Partnership)(22 July 2021).

<sup>40</sup> Derived from the revised RRF that indicates the UNDP plans throughout the “bridging period of November 2020-June 2021”.

This obviously has direct implications to the kinds of priority work that the Government could implement. After all, meetings, consultation processes, workshops and discussions that involve more than five, ten or twenty people were restricted during the early part of the pandemic. With the new and dangerous variants (such as Omicron) of the Covid-19 surfacing across the world, the social and travel restrictions seem ever more relevant to be applied. Thus, further deferment and delays in some of the activities of the PIID-SSTC such as the inter-ministerial meetings and joint plans with the Government of Timor Leste and the RAEOA-ZEESM on peace building will have to be anticipated. With the closure of the borders between Indonesia and Timor Leste, these important landmark events would no doubt have to be deferred.

Another dimension involves the reallocation of budget for Indonesia's SSTC. Throughout the Covid-19 pandemic, much of the government's resources have been prioritized and poured into tackling the pandemic. With the prolonged Covid-19 pandemic and the new variants surfacing, it is conceivable that the problem will persist for quite some time, at least for another one or two years.

The last risk as noted in the latest and revised RRF relates to the internal mechanism within the MoFA in organising and coordinating the different units within the Ministry and with other relevant line ministries and agencies of the Government of Indonesia. This calls on the MoFA to increase its efforts to be more pro-active in calling for communication, coordination and meetings with the relevant units within the Ministry and beyond. This is crucial to assert MoFA's leadership in the field of international development cooperation. With Indonesia now playing the role of the presidency of G20, it is high time for the country to step up the plate and take lead in getting economically advanced countries of the G20 to play a greater role in providing aid and technical assistance to the Global South.

## **Cross-Cutting Issues**

### *Gender Mainstreaming and Women's Empowerment*

As a general principle, the MoFA, as the main partner of UNDP in the PIID-SSTC Project, follows the 2030 Agenda for Sustainable Development Goals (SDGs), which places emphasis on realising "the human rights of all" and "to achieve gender equality and the empowerment of all women and girls". The Preamble to the Agenda

2030 also highlights the need to reach out to “the poorest and the most vulnerable”.<sup>41</sup> According to Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs under MoFA’s Director General for Policy Analysis and Development Agency:

Much of what is contained in the Agenda 2030 has been observed by the MoFA in all our programming and work. We always consider women’s participation and empowerment in our programmes. Even in New York [at the UN Headquarters], Indonesia sponsored the issue of “women peacekeepers”, because we believe that there are things that cannot be done by “male peacekeepers”.<sup>42</sup>

Rahmanto also emphasised that Indonesia supports the global movement to prevent and mitigate the problem of “Gender-based Violence against Women and Girls”.<sup>43</sup>

Maria Renata Hutagalung, who is currently MoFA’s Director for Technical Cooperation, reinforced Rahmanto’s comments by saying that examining Indonesia’s SSTC, many of the programmes and projects do touch on gender mainstreaming and women’s empowerment. According to Hutagalung, around 10% of Indonesia’s SSTC activities focuses on gender and family planning. This is wholly consistent with what has been stated in the Terms of Reference for the Terminal Evaluation of the PIID-SSTC Project:

The project strives to promote gender mainstreaming through the planning, implementation, and monitoring process of all project activities by making sure that women in the farming community in Napan and Oesilo are involved in all capacity building activities and having gender disaggregated data collected during the monitoring process.

This was manifested in the way gender was used as one of the main considerations in determining the participants from the cross-border region for the capacity development training and study tours held in Indonesia and Timor Leste.

This built-in gender sensitive programming was confirmed by the officials from the Ministry of Agriculture, who were directly engaged in formation and execution of the capacity development training for the residents of the cross-border region. Siti Karimatun, for instance, from the Agricultural Human Resources Extension and Development Agency within the Ministry of Agriculture in Jakarta, said, “We had

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<sup>41</sup> See: <http://sustainabledevelopment.ur.org>

<sup>42</sup> Interview with Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs (under the Director General for Policy Analysis and Development Agency), MoFA, on 12 July 2021.

<sup>43</sup> For more, see <https://www.ohchr.org/EN/Issues/Women/WRGS/Pages/Gender-based-violence.aspx>

training participants from both genders: men and women. They all originated from Timor Leste and were about 15-20 participants.”<sup>44</sup> The same kind of testimonies also came from the other officials from the Training Centres within the Ministry of Agricultural in Kupang, East Nusa Tenggara, and Batu-Malang, East Java.

Participating farmers, who attended the training programmes also attested to the women’s role in the training, and how they had brought back the “new knowledge and skills” they had acquired and shared them with their friends and relatives back in their villages.<sup>45</sup>

This was further corroborated by Josef Maan, Chairperson of Yayasan Mitra Tani Mandiri (YMTM) or the Foundation for Independent Farmers’ Partnership, who also facilitated the training programme. On gender and women’s participation, Maan explained the following:

There is an aspect [in the PIID-SSTC Project] relating to women and children, because after all, they have been neglected and vulnerable, notably the widows. We seriously considered on how we could increase their economic livelihoods to boost their confidence, because many of the widows are often taken advantage of by others. The children too were taken care of, as we trained them to think that consuming vegetables would increase their nutrition. In both Napan and Oesilo, there are also former combatants, who come from the same tribe, and they too participated in our Project.<sup>46</sup>

### *Rights-based Development*

In terms of targeting the “poorest and most vulnerable”, the PIID-SSTC certainly considered rights-based development principles in its programming and execution, notably on the right to dignified work and decent livelihood. With the training programmes and study tours, the capacity of the local farmers was significantly increased, which resulted in the increased income for their households.

Quantitative data from the field survey suggest that after the training, the participating farmers were able to grow more vegetables and were successful in adding more value to their cattle-related products, which significantly impacted on their income and livelihood, especially during the first three quarters of Year 2019.<sup>47</sup> During the fourth quarter of 2019, the cross-border region was impacted by the known cases of

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<sup>44</sup> Interview with Nurul Khomadiyah, Head of Program and Monitoring, Center for Agricultural Training, in Batu-Malang, Est Java on 24 July 2021.

<sup>45</sup> Based on the interview of the participating farmers on 27-28 August 2021.

<sup>46</sup> Interview with Josef Maan (YMTM) on 22 July 2021.

<sup>47</sup> See: Field Survey Report for Q2-2020 (1 April-31 June 2020).

African Swine Fever, which caused some anxiety on the part of the Government of Indonesia. Furthermore, the first quarter of 2020 was severely impacted by the Covid-19 pandemic, which effectively shut down the borders between Napan and Oesilo, hampering trade and economic cooperation in the cross-border region.

Average household income:	Q1	Q2	% change: Q2-19	Q3	% change: Q3-19	Q4	% change: Q4-19 & Q1-20
Napan_IDR	n/a	1,052,321	-	4,112,457	291%	2,099,660	-48.9%
Napan_PPP	n/a	221	-	864	291%	441	-48.9%
Oesilo	n/a	153	-	166	8%	161	-3%

Based on the data from *Field Survey Report for Q2-2020* (1 April-31 June 2020), both in Napan and Oesilo experienced falling gross income and income disparity.<sup>48</sup> For the above table, one can see that in Q4-19 and Q1-20, average household gross nominal income in Napan reached IDR 2,099,660 (USD PPP 441), a sharp decline by 49% from the previous quarter. Given that the local farmers in Napan sourced 39% of their total income earnings from this initiative in the latest quarter, the disproportionate decline in average household gross nominal incomes suggest that much of their income sources have been severely thwarted amid the raging Covid-19 pandemic. Furthermore, the *Field Survey Report* also found the following:

In Napan, falling average gross nominal income was accompanied by a considerable fall in income disparity: the share of total gross nominal income of the top 25% farmers was at 39%, a decrease by 28 percentage points from the previous quarter. During Q2-19 for instance, the share of this group was at a pervasive 79%. In absolute terms however, all the four percentile groups were worse off in the latest quarter, confirming that falling income disparity did not go hand-in-hand with increased economic prosperity in Napan (Figure 4.2A). In fact, the top 25% and bottom 25% were the worst off.

### *Negative Impact of Covid-19 Pandemic*

There is no doubt that the Covid-19 pandemic had changed the world. Not only did it tremendously affect the implementation of the PIID-SSTC Project and the conduct of this Terminal Evaluation, but it also impacted directly the local life and living at the cross-border region. Despite efforts to bring about local economic

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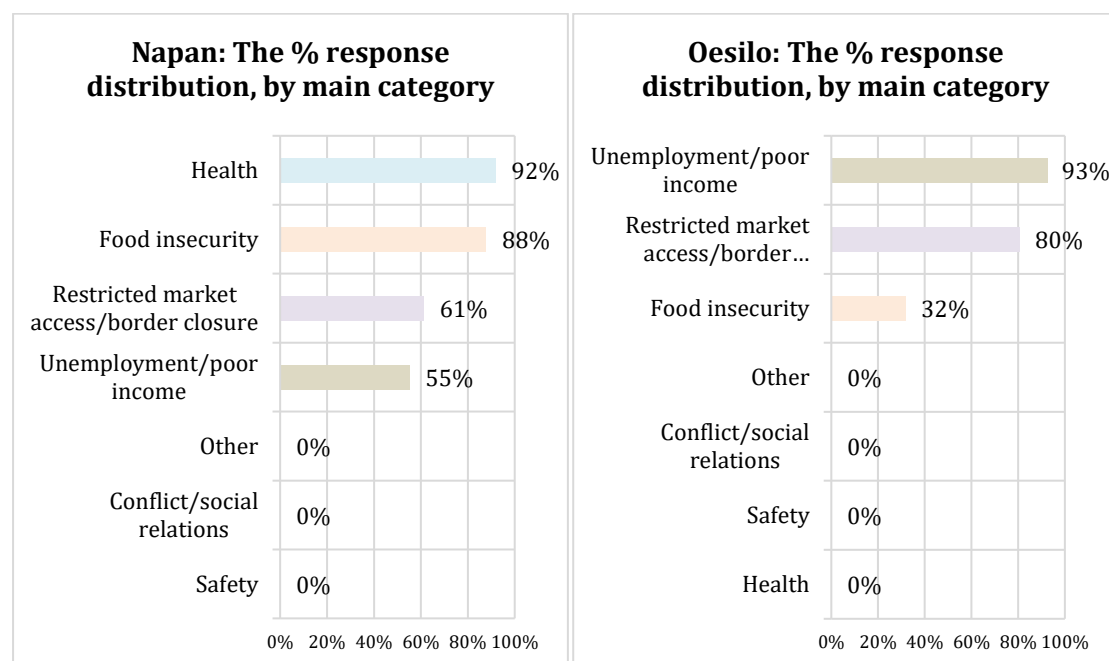
<sup>48</sup> Gross nominal income is calculated at the household level and as the sum of gross nominal revenue earned from economic activities under this initiative and incomes earned from sources other than this initiative.



development and peace building at the cross-border region at Napan and Oesilo, the Covid-19 did not in anyway spare them.

The PIID-SSTC *Field Survey Report* highlighted the negative impact of the Covid-19 to the socioeconomic livelihood of the local communities in Napan and Oesilo based on seven broad response categories, namely:<sup>49</sup>

- Food insecurity
- Unemployment and poor income
- Health
- Safety (security)
- Restricted market access and border closure
- Conflict and social relations



The results reveal that in Napan, “health” was naturally seen as the primary concern at 92%. This is followed by “food insecurity” (88%) and “Restricted market acces/border” (61%). Subsequently, “unemployment/poor income” stood last at 55%. Meanwhile in Oesilo, the ordering is starkly different. To the local residents in Oesilo, “unemployment/poor income” stands the highest at 92%. This is followed by “Restricted market access/border” (80%) and “food insecurity” (32%). The above is

<sup>49</sup> The local farmers were able to choose more than one response category simultaneously, as part of their overall responses.

related to some of the sentiments coming from the local farmers in both Napan and Oesilo, who said:

- “Farmers cannot sell or produce because community movements are restricted”
- “I have no alternative income apart from family gardening”
- “There are less buyers due to fear of the spread of the [Covid-19] virus”
- “Market access has become restricted due to panic and fear of contracting Covid-19”
- “All border markets are closed, so I cannot sell nor buy anything”

Interestingly, “health” was not registered as a concern at all in Oesilo. The other counter intuitive findings were that “safety/security” and “conflict and social relations” were not considered by the local farmers in the two areas, suggesting that bloodlines running across the border of the two countries have prevented them from worrying too much about the latter two issues.

### *Bio-Security Threat*

Despite the fact that “security/safety” and “conflict and social relations” seemed insignificant to the local communities in Napan and Oesilo, there is another kind of risk that they face, which is bio-security threat. Based on UNDP’s *Review on Land Border Mechanism between Indonesia and Timor Leste: Biosecurity Issue and Subsistent Farmers’ Livelihood in Border Area*, “In general, the two countries, Indonesia and Timor-Leste, are more aware on the traditional security priority, compared to the current threat of non-traditional security problem such as biosecurity issue.” This includes three major threats, namely: African Swine Fever, Brucellosis and Covid-19.

According to the Review, the ASF has caused economic disaster for the population in Timor, Sumba and Flores. *Pos Kupang* (dated 26 June 2020) reported that two Indonesian districts on the border area in West Timor (Indonesia) suffered from economic loss related to African Swine Fever. First identified in Timor Leste in March 2019, the Review also mentioned that in Belu district itself, 6,619, pigs, which belongs to 1,772 households had died due to African Swine Fever. The economic loss is estimated at around USD 2 million in one district alone in West Timor on the Indonesian side.

Related to the African Swine Fever threat, both Indonesia and Timor Leste at

the local levels have no capacity to test the virus threat by themselves. NTT's husbandry office sends the sample to the bio-molecular laboratory in North Sumatra to be tested, while the Timor-Leste's government sends samples to Melbourne in Australia. The *Review* also found that veterinary certification, which is legally required for sale, is difficult to obtain as the only vet providing this service is based in Dili and only travels to other districts on request.

In view of the problems associated with the bio-security threat, the *Review* made a number of recommendations: 1) Helping the subsistent economy by securing livestock export procedure from Timor-Leste to Indonesia; 2) Without intervention to assist Timor-Leste, particularly by helping them to increase the capacity of its quarantine officer, the catastrophic damage on livestock is unanticipated; 3) Provide scholarship to Timor-Leste citizens to study in the Faculty of Veterinary Studies in Indonesia; 4) Facilitate bilateral meetings or workshops to help subsistence economy at the cross-border region; 5) Develop West Timor tourism route.

## **Chapter 4**

### **PIID-SSTC Project Evaluation**

#### **Voices from Partners, Stakeholders and Beneficiaries**

##### **On MoFA's Enhanced Institutional Capacity**

As previously mentioned, Output 1 of the PIID-SSTC focuses primarily on the institutional capacity development of MoFA and other Government of Indonesia line ministries and agencies in developing the country's SSTC. Maria Renata Hutagalung, who is currently MoFA's Director for Technical Cooperation, explained:

UNDP's contributions have been to support the National Coordination Team (NCT) of the SSTC, which was previously led by Bappenas in 2016. We also acknowledge UNDP's role in the early discussions on the single agency and supported us in the formulation of the SSTC regulatory framework, which then led to the making of the PIID-SSTC Project.<sup>50</sup>

Hutagalung said that as the leading sector of the SSTC, 'We have been able to sharpen our understanding of SSTC as a "tool of diplomacy".'<sup>51</sup> This has been made possible with MoFA as a resource to develop the national framework in 2017, which coincided with Indonesia's desire to step up its image and leadership within the context of being part of the non-permanent member of the UN Security Council, whereby sustaining peace was also one of the focus areas shared by the Government of Norway. She further explained that the PIID-SSTC also helped the MoFA to initiate the Regional Partnership Strategy (RPS), where pilot projects are developed based on the needs and demands of the countries in the Pacific region. The RPS for the Pacific region could well set the stage for other partnership strategies in other regions of the world.

Meanwhile, Mirza Nurhidayat, Director for Southeast Asian Affairs, said, "As far as I can see, there were many benefits deriving from the PIID-SSTC. The Project provided training and empowerment by the Government of Indonesia to friendly states

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<sup>50</sup> Interview with Maria Renata Hutagalung, Director for Technical Cooperation (Directorate General of Information and Public Diplomacy), MoFA, on 12 July 2021.

<sup>51</sup> Idem ditto.

to lessen their burdens, including in conflict areas.”<sup>52</sup> Nurhidayat also stressed that the establishment of the single agency was MoFA’s main goal, which was “to accommodate and consolidate all of the SSTC activities” and optimise the work of the NCT.<sup>53</sup> According to Nurhidayat, “No doubt the single agency will only strengthen the institutional capacity of the Government of Indonesia to deliver the SSTC to its beneficiaries.”<sup>54</sup>

The same kind of sentiment came from Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs under MoFA’s Director General for Policy Analysis and Development Agency. Rahmanto said:

With the PIID-SSTC Project, I believe Indonesia’s SSTC has achieved its institutional capacity development with the establishment of the Indonesia AID. Since its establishment in 2010 and activation in 2011, the National Coordination Team (NCT), we have now setup an endowment fund as a manifestation of the Indonesia AID. This endowment fund was setup based on the numerous studies that were conducted by this [PIID-SSTC] Project, which also helped with the many regulations to support such institutionalisation.<sup>55</sup>

Marya Onny Silaban, who is Head of the Contact Office of the Indonesian Embassy in Oecusse, Timor Leste, and got involved in the PIID-SSTC Project in early 2019, sees the Indonesia AID as a possible leverage for the country in its international diplomacy. She argues that:

This SSTC program is a strategic one that must be managed strategically among the relevant institutions. In the last five years, Indonesia’s SSTC has strived to institutionalise a unit called Indonesia AID, just like AUSAID or USAID. The previous NAM Centre was responsible for delivering the SSTC. However, now the MoFA has institutionalised it more strategically, which could increase Indonesia’s leverage as an industrial country.<sup>56</sup>

Being the main partner of UNDP in the PIID-SSTC Project, all the informants from the Indonesian MoFA felt that the Project has contributed significantly to making them more confident to take great strides in the planning and implementation of Indonesia’s

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<sup>52</sup> Email interview with Mirza Nurhidayat, Director for Southeast Asian Affairs (Directorate General of Asia-Pacific and African Affairs), MoFA (received on 28 July 2021).

<sup>53</sup> Idem ditto.

<sup>54</sup> Idem ditto.

<sup>55</sup> Interview with Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs (under the Director General for Policy Analysis and Development Agency), MoFA, on 12 July 2021.

<sup>56</sup> Email interview with Marya Onny Silaban, Head of Indonesian Embassy Contact Office in Oecusse, Timor Leste (received on 12 August 2021).

SSTC. With the single agency in place and systematic business process, clearer procedure and mechanism than previously, the MoFA seems ready to take on the task of managing Indonesia's SSTC in much more effective, efficient and strategic manner in the future.

Based on the development assistance framework and the implementation of the PIID-SSTC Project, it is evidently clear that the MoFA officials, who had been the main partner of UNDP in this Project, are now in much better position to take the leadership role in Indonesia's SSTC. With the Indonesia AID established and the endowment fund earmarked for Indonesia's SSTC, the Government of Indonesia is poised to be more self-assured about delivering the demand-driven aid to Southern countries. With the presidency of the G20 currently being held by Indonesia, it is advised that the various initiatives undertaken by the Government of Indonesia within the SSTC framework could be strategically highlighted and showcased.

### **On the Implementation of SSTC Initiative**

As mentioned in Chapter 3, much of the expected outcome and outputs of PIID-SSTC Project is consistent with many of the goals of the SDGs, which Indonesia is striving to fulfil by 2030. This PIID-SSTC Project has no doubt contributed in the effort to achieve certain goals in the SDGs. On this issue, Rahmanto said:

Due to the pandemic, we feel that the SSTC is ever so relevant to the SDGs, most notably on SDG No.1 (Alleviating Poverty), No.3 (Health) and No.8 (Work and Growth). The SSTC provides us with a tool for solidarity and common value and mutual understanding among the Southern countries.<sup>57</sup>

On the local economic development at the cross-border region, economic disparity exists at the cross-border region, where the PIID-SSTC Project was located. This includes the general welfare of the local villagers, the economic livelihoods of the local farmers as well as the poor infrastructure and provision of clean water. In terms of the impact of the PIID-SSTC on the local economic development of the Oesilo Village in the District of Oecusse, Silaban, who is based in Oecusse, said:

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<sup>57</sup> Interview with Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs (under the Director General for Policy Analysis and Development Agency), MoFA, on 12 July 2021.

Since I became involved in this Project, I know that the UNDP Indonesia's engagement with the central and local government at Oecusse, the UNDP Timor Leste and local farmers at Oesilo has been good. The Project has transformed the people's attitude, mindset and work ethos among the farmers' group at Oesilo. Their capacity as farmers also seems to have increased.<sup>58</sup>

Looking forward, Silaban said:

The people at Oecusse certainly received direct benefit from Indonesia's SSTC [through the PIID-SSTC Project] and they see it as a form of local economic development. But they cannot just be left alone out there. The Oecusse people need continuous mentorship. There should be a project to assist them for at least a year before the farmers' association could go on their own way.<sup>59</sup>

One of the objectives of the PIID-SSTC Project at Napan and Oesilo is to enable "cross-border trading", which in the end could spur local economic development and build peace in the region. However, Silaban shared her view about the difficulties on the ground by saying:

This objective is too idealistic. The reality on the ground prior to the Covid-19 pandemic was that the trading in the traditional market between the two countries was difficult to be maintained, as they violate many regulations pertaining to quarantine. For example, Oesilo residents who want to purchase vegetables or fresh chicken meat at the traditional market at the borders belonging to the Napan residents will have to tackle the quarantine problem at the border post, as vegetables and meat are agricultural and animal products, which have to fulfil certain standards and criteria to be able to pass inter-state borders.<sup>60</sup>

Another serious matter concerns existing laws on customs and excise. Silaban said that some residents of Napan would often purchase second-hand clothing from Oecusse residents, which violates laws pertaining to customs and excise. "This clearly violates the existing regulation, as the importation of second-hand clothing and apparel is illegal," she explains.<sup>61</sup> She also noted that the Timor Leste government allows for second-hand clothing and apparels from overseas to enter the country. However, at the same time, the Napan residents living in the Indonesian territory are interested in purchasing these items.

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<sup>58</sup> Email interview with Marya Onny Silaban, Head of Indonesian Embassy Contact Office in Oecusse, Timor Leste (received on 12 August 2021).

<sup>59</sup> Email interview with Marya Onny Silaban, Head of Indonesian Embassy Contact Office in Oecusse, Timor Leste (received on 12 August 2021).

<sup>60</sup> Idem ditto.

<sup>61</sup> Idem ditto.

Thus, for Indonesia's SSTC programs in the future, Silaban expects that the next phase of the PIID-SSTC Project must overcome the regulatory barriers on trading that are hampering the economic activities of the residents living at the cross-border region. After all, as Silaban explains, "Inter-state trading is categorised as export-import."<sup>62</sup> Therefore, the challenge before us, as she puts it, is how to overcome these legal barriers, as UNDP's PIID-SSTC Project also involves cross-border trading of agricultural and animal products as a result of training facilitated by the PIID-SSTC Project.

Local economic development through cross-border trading is a potential growth area in terms of Indonesia's SSTC. The challenge confronted by the Government of Indonesia has thus far been with the constant violation of immigration, customs and excise and illegal trading. During the course of the Project implementation, the problems associated with cattle disease and illegal trading of second hand clothing and apparels have emerged as a direct challenge to the cross-border local economic development initiative that the PIID-SSTC has tried to overcome. However, due to the Covid-19 pandemic and the subsequent closing of the border between Indonesia and Timor Leste, meetings and discussions between the two countries on cross-border issues of mutual concern have been forestalled and no significant strides could be seriously accomplished, given the current government-imposed social restrictions and circumstances.

### **On Capacity Development of Local Farmers**

Siti Karimatun, from the Agricultural Human Resources Extension and Development Agency within the Ministry of Agriculture in Jakarta, explained the Ministry delivered five-day training programs for farmers from the cross-border region, both from the Indonesian and Timor Leste sides. The training was held in Kupang, the capital city of Nusa Tenggara Timur province, and Batu in East Java. In each of these training, her Agency received between 20 and 25 participants, whose selection was aided by UNDP. Karimatun said:

We collaborated [with MoFA and UNDP] by providing training on a number of skills, including meat processing for beef and other cattle meat. We essentially trained them on how to process meat in their own villages. We also invited them to Batu near Malang to have a comparative outlook. In Batu, we trained

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<sup>62</sup> Idem ditto.



them to produce nuggets, while in Kupang, we taught them to make *sei sapi* [traditional smoked beef specialty from Nusa Tenggara]. The products could be for household consumption or to be sold in the market. Upon completion of the training, we established a WA group to monitor their progress.<sup>63</sup>

Asked how the participants' responded to the training, Karimatun said, "The response of the participants was heart-warming. They really felt the benefits of these training. The East Timorese are our close relatives with similar culture."<sup>64</sup> On the issue of gender mainstreaming and women's empowerment, Karimatun said, "The participants were both women and men, so we mixed them. Unfortunately, the trainers were all men, as it was coincidentally their expertise."<sup>65</sup>

Meanwhile, Nurul Khomadiyah works as the Head of Program and Evaluation Division in the local office of the Ministry of Agriculture in Batu, East Java. In the context of the collaboration between MoFA, UNDP and the Ministry of Agriculture, she was invited to participate in delivering the training programme for the participants in the cross-border region. Khomadiyah explained how she got involved in the PIID-SSTC Project:

Our office was invited by MoFA and UNDP. We had a meeting and was given a task to set a 10-day training. We were accompanied by our Cooperation Agency. At the time, the topic that we agreed upon was meat processing and integrated farming. So, the idea was to train these farmers on beef culture, cow fattening, cattle feeding and how to match these practices that are relevant to Timor Leste's conditions, such as water and grassland scarcity.<sup>66</sup>

On the training programme and participants, Khomadiyah had this to say:

They were taught to process meat and make *bakso* (meat balls). Throughout the programme, the participants were very enthusiastic. We designed the training based on the profile of the farmers, who mostly received basic or primary education with little command of Bahasa Indonesia. So we used an easy-to-understand method of learning with videos with more practice than theory. With the videos, they were able to view it over and over again. The whole training provided them an added value from the perspective of their knowledge and skills as well as their increased income upon returning to Timor Leste.<sup>67</sup>

Being an evaluator herself, Khomadiyah says:

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<sup>63</sup> Interview with Siti Karimatun, Agricultural Human Resources Extension and Development Agency on 22 July 2021.

<sup>64</sup> Idem ditto.

<sup>65</sup> Idem ditto.

<sup>66</sup> Interview with Nurul Khomadiyah, Head of Program and Monitoring, Center for Agricultural Training, in Batu-Malang, Est Java on 24 July 2021.

<sup>67</sup> Idem ditto.

From the perspective of evaluation, the technical preparation, execution and administration of the PIID-SSTC Project were great. International projects tend to be orderly (*tertib*). But when it comes down to *miscellaneous* (or things outside of the Project), many things cannot be covered. When planning for budgets, there must always be “other costs”.<sup>68</sup>

Adang Warya, former Head of the Agency for Agricultural Training in Kupang, Nusa Tenggara Timur and currently teaching in the Agricultural Development Polytechnic in Bogor, West Java, explains how his work had helped built the capacity of the local farmers. Explaining his work related to the PIID-SSTC Project, Warya said:

We have often cooperated with ASEAN and the Palestine issue with MoFA. With Palestine, we train them on hydroponic due to water scarcity there. In 2017, we promoted self-sufficiency of beef Husbandry Center in Kupang. In Batu, Malang, we focused on milk production, while in Kupang, we concentrated on meat cultivation, insemination and cattle meat processing. So, I came to Kupang in April 2017, and by May 2019, we got the collaboration going with UNDP and Timor Leste.<sup>69</sup>

He further said:

What we wanted was to increase their capacity of the local farmers and boost their economic product value at the cross-border region. We also focused our training materials to meat processing and cattle wastes, which could be used to produce briquettes, pots and gas. We gave them the opportunity to visit various home industries producing *sei sapi*.<sup>70</sup>

In terms of gender balance, Warya said, “The participants in Kupang and Batu were somewhat different. But there was a 50-50 balance of the gender.”<sup>71</sup>

Josef Maan, Chairperson of Yayasan Mitra Tani Mandiri (YMTM) or the Foundation for Independent Farmers’ Partnership, explained that his organisational outfit at first targeted at assisting around 360 people. However, in reality it has been servicing 400 households, wherein 180 of them are from Timor Leste. He explained:

There were just simply too many people, who were interested in our project, including the soldiers guarding the borders. Our staff often crosses the border and gives training in both Napan and Oesilo villages. We also facilitate reciprocal

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<sup>68</sup> Idem ditto.

<sup>69</sup> Interview with Dr. Adang Warya, former Head of the Agency for Agricultural Training in Kupang, Nusa Tenggara Timur, on 24 July 2021.

<sup>70</sup> Idem ditto.

<sup>71</sup> Idem ditto.

visits to enable field trips and visit each other's plantations, while engaging in mutual learning and feedback.<sup>72</sup>

On the training given to the local farmers at the cross-border region, Maan explains:

We basically offered three objectives in our project: first, to develop the capacity of the villagers at the cross-border region, notably women and children; second, peace in the two cross-border region, and third, to increase productivity and add value to selected commodities. Some of the products that we proposed included tamarind, hazelnut, vegetables and processed beef ... The capacity development training relates to technical skills, meetings and mutual visits. The technical skills building include vegetables, meat processing such as bakso (meatballs), sausages, *sei sapi* and crackers. The main objective from our program was to enhance the home industry, whereby its products are then sold in the markets in Oecusse. Some of the commodities are sold in Indonesia. In fact, their *abon* (dried shredded meat) and *sei sapi* had reached markets in Kupang. We also facilitate online marketing.<sup>73</sup>

Maan also mentioned that the participants were "all very happy and satisfied" with the training. Unfortunately, due to the Covid-19 pandemic, the Project has yet to be monitored closely in terms of the yields, especially to verify the impact of the training programmes. He also mentioned about the equipment and machineries that were passed over to the local community in Oesilo, which are currently unknown.<sup>74</sup>

Mikzon Lakidang, who works for the Ministry of Agriculture in East Nusa Tenggara, related UNDP's PIID-SSTC Project with his main concern, which is climate change:

Capacity development of farmers who are affected by climate change is an important area that needs our focus. The funding can come from the Green Climate Fund. But it is still in the proposal stage. We may collaborate in the future. The poverty in East Nusa Tenggara is mostly in the rural areas, where agricultural practice is located. If we could intervene in that aspect, we could help them increase their income, skills and at the same time reduce poverty. From the technical aspects, the understanding of these farmers on marketing and social economic factors must be done.<sup>75</sup>

Fidelis Eko, who is a UNDP field staff since 2019, has been accompanying the local farmers' associations in Napan and Oesilo. He said:

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<sup>72</sup> Interview with Josef Maan, Yayasan Mitra Tani Mandiri (Foundation for Independent Farmers' Partnership) on 22 July 2021.

<sup>73</sup> Idem ditto.

<sup>74</sup> Idem ditto

<sup>75</sup> Interview with Mikzon Lakidang, Ministry of Agriculture in East Nusa Tenggara on 22 July 2021.

Since March 2020, we can not go to Oesilo due to the pandemic period, so the activities are conducted only in Napan. There are five groups in Napan and their total amount of the members varied between 16 to 25 farmers who work closely in cultivation and post-harvest processing, such as processed food products. Before UNDP entered, we planted vegetables only in the dry season. But after the program of UNDP, we learn how to plant vegetables in every months. We use our own lands. Other UNDP programs are the visit to another regions, such as Kupang and Soe districts to see and analyze the farmers who already gained success in cultivating vegetables and seeds.<sup>76</sup>

A female farmer, Mamak Dominggas Piasunni, based in Napan recalled the training programme, which she attended.

In 2019, we planted vegetables, made hazelnut oil and virgin coconut oil. After UNDP's program, I started to make virgin coconut oil in May and I still planted vegetables. There were tomato, white vegetable, pepper, and beans. The exercise of UNDP gave us information to plant those vegetables and we planted ever since. We also got the seeds of vegetables. Before the program, I planted few of the vegetables. This program taught us to plant vegetables, made fertilizer, meatballs, *abon*, and sour sugar. The program was conducted by UNDP and Pak Dodi taught me to learn the exercises in Batu, Malang. It took one week in which there was three women and two men from Napan. On the other hand, there was three women and two men also from Timor Leste. The program was good and we got many new knowledge. The program in Napan was to make foliar fertilizer, such as *lamtoro* leaves, *gala-gala*, and *gamal* that was cut into pieces and mixed with wet cow dung. Then, it mixed evenly with *derome* and closed it for one to two weeks. The water of the fertilizer was used to water the vegetables, which made the plants fertile. Our agriculture system is good because of this program that we can plant vegetables. We are thankful, because we get new knowledge.<sup>77</sup>

Another farmer in Napan, Josebinu, said of the training as follows:

I am a plantation farmer who plant vegetables. Through some of these years, we were accompanied by UNDP and YMTM. We were greatly assisted in the process on the making of fertilizer and on how to organize the farm and agriculture. We joined the training in Kupang on the farm processing. We were blessed that UNDP accompanied us ... In 2020, UNDP and YMTM team tried the vegetables in Napan. The production of vegetables was being sold in Napan. The population in Napan is 280 families, but not all of them become farmers. The vegetables (white vegetable, picai and spring onion), which come from the city is not the same as vegetables in Napan, because we only use manures. Our only problem is the water source. Since pandemic, we could not sell our vegetables to Timor Leste. The Napan society who do not become farmers, they

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<sup>76</sup> Interview with Fidelis Eko, UNDP Field Staff, on 26 August 2021.

<sup>77</sup> Interview with local farmer Mamak Dominggos of Napan on 26 August 2021.

plant rice and corn or raise farm animals. Our first concern is farming. We do not have any problem in collaborating with UNDP and YMTM. We want that UNDP and YMTM to assist us.<sup>78</sup>

Benetrianana Oki, another a farmer, who is 36 years old, said this about the programme:

I went to Kupang with UNDP and the Ministry on 6-10 May 2019. There were nine people (six women and three men) from Napan and 6 people (three women and three men) from Timor Leste. We studied about the training of beef processing into *sei*, nugget, and *dendeng*. I already forgot the process, but I tried to make it when I came back to Napan and it was delicious. The food was consumed and sold. Nugget and *dendeng* were sold in Napan. We also learnt about wet fertilizer. We also discussed about the training with the farmers from Timor Leste in Dawan language. We are still families and they were really happy because they never made such products. Timor Leste farmers also sold some of the products. The cooperation with UNDP is good, we went also to Timor Leste with UNDP members and we saw how the farmers were working. I am really thankful, because we received new skills.<sup>79</sup>

Antonius Anton, 55 years old with five children was invited to join the UNDP training programme. Anton said:

I am very happy and very thankful because of this training, I can get many knowledge for planting vegetables. We were trained by UNDP to till the hole and make manure. They also gave us seeds and aid to make bore well near my house by the Ambassadors through UNDP. The use of the water is to watering the plants and medical plants. I was there when the handover of the well and machines was done in 2019. The machines were used for making *abon* (cutting machine, frying dryer, and packaging/vacuum filler) and meatball (in large machine). Until now, we still have the machines and the village controls it. There are members of the farmer's groups who used it and it was placed in a special house, in which the machine cannot be put in individual's house. For the time being, we only use the meatball machine.<sup>80</sup>

It is abundantly clear that the local farmers were the direct beneficiaries of the PIID-SSTC Project. Much appreciation was expressed during the Terminal Evaluation by the participating farmers, notably those in Napan. They acknowledge and cherish their participation in the training programmes provided by the PIID-SSTC Project, and felt that they had gained significant new knowledge, skillset and experience to enable them to add value to their

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<sup>78</sup> Interview with local farmer Josebinu of Napan on 26 August 2021.

<sup>79</sup> Interview with local farmer Benetrianana Oki of Napan on 26 August 2021.

<sup>80</sup> Interview with local farmer Antonius Anton of Napan on 26 August 2021.

agricultural and cattle products, which in turn increased their income and livelihood. The same sentiment was also felt by the farmers in Oecusse, as expressed by the trainers from the Indonesian Ministry of Agriculture, UNDP field staff as well as the officials from the RAEOA-ZEESM. This is a strong modality for Indonesia's SSTC and could significantly contribute to the overall diplomatic effort toward Timor Leste, which could help fulfil the country's bilateral and regional foreign policy objectives.

What is more, with the satisfaction and gratitude shown by the local farmers, the PIID-SSTC Project has shown how development cooperation could indeed help local communities in Indonesia and overseas. This is an important contributing factor to the overall modality of Indonesia's SSTC and could possibly strengthen the argument that SSTC is not only beneficial for the state and society of the intended and targeted country, but that it could also prove to benefit our own local communities at the cross-border region.

### **On Collaborating with UNDP and MoFA**

The interviewees and informants of this Terminal Evaluation shared many positive sentiments on the collaboration they had with UNDP and/or MoFA. Hutagalung of MoFA was very pleased with the outcome of the Project and explained:

Looking back at the PIID-SSTC Project, we truly appreciate the work of UNDP Indonesia in supporting the SSTC and we acknowledge the role played by UNDP notably in laying the foundations for a one-door (*satu pintu*) SSTC mechanism, which later on led to the establishment of the single agency.<sup>81</sup>

This clearly seemed to be the general sentiment of the MoFA officials, who were involved in the PIID-SSTC Project and interviewed for the Terminal Evaluation. Rahmanto shared Hutagalung's sentiments and confirmed that his engagement with UNDP has thus far been fruitful and "very positive". He maintains that he had worked with UNDP while posted in New York before assuming his current position. Rahmanto linked the general framework of cooperation with UNDP on SSTC as part of an effort to achieve the SDGs. Rahmanto explained as follows:

I was previously posted in Indonesia's Permanent Mission in New York, and was involved in the UNDP Country Programme Document (CPD) 2021-2025. I noted

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<sup>81</sup> Interview with Maria Renata Hutagalung, Director for Technical Cooperation (Directorate General of Information and Public Diplomacy), MoFA, on 12 July 2021.

that the CPD was made to align with Indonesia's Medium Term Development Plans 2020-2024, so it could be said that they are both already congruent. With the four priorities of UNDP i.e. human development, transformation, climate change, disaster and also innovative ways to achieve SDGs have become our guidance in our cooperation with UNDP within the context of this SSTC.<sup>82</sup>

Faraiditto Suharyono, who is now the Minister Counsellor for Socio-Cultural Affairs in the Indonesian Embassy in Tunisia, previously worked in the Directorate for International Technical Cooperation. Being directly involved in the PIID-SSTC Project, Suharyono said, "The communication between us [MoFA] and them [UNDP] was good. I generally think the PIID-SSTC Project was very positive."<sup>83</sup>

The positive attitude and assessment on the part of the MoFA officials in their collaboration with UNDP were also shared the officials from the Ministry of Agriculture. Karimatun, whose work is based in the Ministry of Agriculture in Jakarta, said:

Prior to the PIID-SSTC Project, we have never worked together [with UNDP] nor have we ever given any training for Timor Leste. We were very happy to work together with UNDP, because we believe the people's capacity at the cross-border region needs to be developed, notably in the field of agriculture. SSTC came from the MoFA and the State Secretariat. We merely accepted and executed the programme. The request was made to our International Cooperation under the Secretary General, which was then instructed to the Human Resources Extension based on that request. We then subsequently coordinated with our Technical Execution Unit [UPT] and adjusted the training materials.<sup>84</sup>

Meanwhile, Dr. Warya from the local Ministry of Agriculture commented on his experience working with UNDP:

UNDP gave us a lot of leeway to us. There were limitations that were provided for by UNDP. Can you UNDP facilitate the marketing of the yields that were derived from the training? Minimally, when the yields are gotten, there should be buyers. Even if there were Covid-19, ideally we should continue our efforts in providing platforms to manage the human resources. We can't just train them once and then that's it. There should be layers of knowledge built within a program that lasts for five years. After 2019, there was no follow up by UNDP. We need build a comprehensive plan, analyse, and provide transportation and

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<sup>82</sup> Interview with Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs (under the Director General for Policy Analysis and Development Agency), MoFA, on 12 July 2021.

<sup>83</sup> Interview with Faraiditto Suharyono, Minister Counselor for the Indonesian Embassy in Tunisia and formerly staff in the Directorate for Technical Cooperation, MoFA, on 28 July 2021.

<sup>84</sup> Interview with Siti Karimatun, Agricultural Human Resources Extension and Development Agency on 22 July 2021.

facilities in one or two villages at the cross-border region for five years. And allow these villages to be the centre for that project. Thus, those villages could be the pilot project for other villages. The coordinator could be the District Head (Bupati), who is then supported by the Governor and Ministry.<sup>85</sup>

Others also expressed the same kind of sentiment. Commenting on his experience in collaborating with UNDP, Lakidang of the Ministry of Agriculture's Office in East Nusa Tenggara, said, "My experience working with UNDP has been a good one. They are professional, and we encountered no problems at all. The two governors we have had had facilitated and mediated for the sustainability of the projects."<sup>86</sup>

Other stakeholders of the Project also shared the same positive view. Khodamiyah of the Ministry of Agriculture and was involved in the training programme in Batu, Malang, commented on the experience working with UNDP and MoFA under the PIID-SSTC Project. She said:

Our communication and interaction with UNDP was superb. There was a lot of give and take. With MoFA, we have had a lot of collaboration. We do hope that there would be more collaboration with UNDP. If possible we can collaborate with any of the eight divisions in our office. If that is not possible, we would be more than happy to provide additional guidance as part of the cycle of training for these participants.<sup>87</sup>

Meanwhile, local community organiser Maan of YMTM, who tendered his proposal to the PIID-SSTC, had this to say about the cooperation with UNDP and MoFA:

We worked together for over a month in the District of Oecusse at the border with Timor Leste around 2018/2019. Initially, we were approached by UNDP and MoFA. Then, we submitted a proposal for a tender that was very much in line with the UNDP [PIID-SSTC] Project ... My experience working with UNDP was very good. There was real teamwork with our team, and we were able to consult on things with them. The weakness was that the process of contracting out was long and winding, but the contract itself was clear and the execution went smoothly. Unfortunately, the last payment was hampered due to the Covid-19 pandemic. As for the reporting mechanism, we would normally report back to them, and together we would analyse the report.<sup>88</sup>

The local farmers, who were interviewed, had many positive feedbacks on the PIID-SSTC Project. Generally speaking, they were very appreciative of the

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<sup>85</sup> Interview with Dr. Adang Warya, former Head of the Agency for Agricultural Training in Kupang, Nusa Tenggara Timur, on 24 July 2021.

<sup>86</sup> Interview with Mikzon Lakidang, Ministry of Agriculture in East Nusa Tenggara on 22 July 2021.

<sup>87</sup> Idem ditto.

<sup>88</sup> Interview with Josef Maan, Yayasan Mitra Tani Mandiri (Foundation for Independent Farmers' Partnership) on 22 July 2021.



Project and said they had gained many new knowledge and learned new skills in the training programmes.

There are many overlapping areas of mutual concern between the MoFA and UNDP. The PIID-SSTC Project quite remarkably demonstrated the need for both institutions to work together more closely. What the experience of the PIID-SSTC Project has proven is that the existing development framework assistance of UNDP toward Indonesia can and do is to prove that the international aid architecture has changed in many ways. Indonesia is no longer only an aid recipient country, but is gearing up to become a donor country with much responsibility on its shoulders. Again, with the G20 presidency, Indonesia is entitled to showcase its earnest efforts in providing aid to its Southern partner countries. With the Regional Partnership Strategies already in place and set to go, Indonesia is well on its way to become a new yet significant player in the international donor community for the Global South.

With this in mind, it is conceivable to foresee further collaboration down the line between the MoFA and UNDP on areas that are of mutual interest and benefit to both institutions. These include but not limited to the following areas, such as SSTC strengthening, clean water provision, climate change mitigation, renewable energy, capacity development, democratic governance, and numerous other possibilities.

### **On Project Management, Communication and Coordination**

All of the interviewees and informants unanimously agree that the work of PIID-SSTC was pertinent and strategic, and that the support, coordination and communication with UNDP were found to be positive, smooth and collegial. In the same vein, the Royal Embassy of Norway in Jakarta, which is the main donor of the PIID-SSTC Project also made the point that the PIID-SSTC is in fact a “very strategic project”. To elaborate, Rahimah, who serves as an Advisor in the Embassy, explained how the PIID-SSTC Project came about:

The initiative on the SSTC came from the Indonesian side. This was when we consulted with the MoFA on the prospective collaboration. Obviously, the Embassy with its limited capacity cannot work alone. And this is why we invited UNDP. Why UNDP? First, because UNDP had once managed a triangular programme with a Southern country, in this case Afghanistan, with the United States of America. Second, UNDP has long been involved in the internal discussions on SSTC with the Government of Indonesia. This was

when we setup the tripartite collaboration among the partners in this case MoFA, the Embassy and UNDP [on this PIID-SSTC Project].<sup>89</sup>

Speaking on the existing modality of Indonesia's SSTC, Rahimah pointed out the following:

This SSTC initiative is from the Government of Indonesia. In terms of modality, the Government already has a strong existing modality, which is Indonesia AID. So, the machinery is there and the inputs and support from the other line ministries and agencies are strong. Now, the Royal Embassy of Norway has already facilitated the interest of MoFA. And so this all depends on MoFA now. Thus, the ownership of the SSTC rests in MoFA. The SSTC programme belongs to the Government of Indonesia. It neither belongs to Norway nor UNDP. The challenge is how UNDP could tap into the funds for Indonesia AID and work together with MoFA.<sup>90</sup>

In terms of future envisioning and engagement, the Royal Embassy of Norway is optimistic that it could remain committed to Indonesia's SSTC. On this point, Rahimah said:

We are still allocating some interim funds for Indonesia's SSTC for next year. But this all depends on the parliament and our financial decisions for the next fiscal year. How UNDP could tap into the resources allocated to Indonesia AID. So, this needs to be thought out carefully by UNDP and the Government of Indonesia.<sup>91</sup>

One of the evaluation points that Rahimah made concerned the communication and coordination between UNDP and its partners on the Timor Leste side. While the communication and coordination was well received by the Government of RAEOA-ZEESM and appreciated, she noted that there seems to be a lack of "awareness and political buy-in" from the side of the Government of Timor Leste in Dili. Thus, despite the positive assessment on the management, communication and coordination between UNDP and the Governments of Indonesia and RAEOA-ZEESM and all the stakeholders and beneficiaries, there was much to be desired for when it came to the communication and coordination with the central Government of Timor Leste in Dili. On this note, Rahimah said, "We have always tried to showcase the PIID-SSTC in the MoFA in Dili each time we engage in bilateral dialogues with the Government of

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<sup>89</sup> Interview with Rahimah, Advisor in the Royal Embassy of Norway on 25 November 2021.

<sup>90</sup> Idem ditto.

<sup>91</sup> Idem ditto.

Timor Leste. “We actually expected more awareness and attention from Dili on the PIID-SSTC Project.”

This lack of communication and coordination was also found between the UNDP Offices in Jakarta and Dili. Unfortunately, the lacklustre communication and coordination have led to meagre collaboration between the two offices, resulting in gaps in knowledge and inability to build synergy in strategies, programmes, projects and activities of the two offices.<sup>92</sup> This is not to mention the lack of support on the ground between the UNDP Dili and its office in Oecusse, and how the UNDP local staff members operated in RAEOA-ZEESM.

On the side of the Timor Leste, the Terminal Evaluation and interviews conducted with informants reveal that the turnover rate in the RAEOA-ZEESM is high, causing the employees and administrators to fluctuate, which create a psychological hindrance to working with the local government there due to the ‘coming and going’ of administrators and employees. Furthermore, there is lack of stability in the administration, much less institutional memory of the Project-related work occurring on the ground. Pedro da Cunha Boquifai da Silva, Regional Secretary of Commerce and Industry, Ministry of Finance and RAEOA-ZEESM, Timor Leste, for instance, said:

I have only been here one year. And I have yet to read the paperwork related to this Project, but I am aware of it. The process of handover from the previous official also did not occur smoothly. However, I will get to the bottom of this, and try to resolve any problems and issues that we confront.<sup>93</sup>

Da Silva was referring to the problem related to the handover of equipment and machines to the local farmers’ association in Oesilo, which had earlier been mentioned by Maan of YMTM. Until now, the problem has yet to be resolved.

The PIID-SSTC Project provided many insights as to the internal workings of UNDP and its partners, and raised issues of management, communication and coordination. The Terminal Evaluation has found that much of the management of the PIID-SSTC Project had been smooth sailing. The dedication and commitment of the Project staff members were undeniable and paved the way for a stronger and much

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<sup>92</sup> Based on two interviews held with UNDP staff in Jakarta, Dili and Oecusse on 22 September and 1 October, 2021.

<sup>93</sup> Interview with Pedro da Cunha Boquifai da Silva, Regional Secretary of Commerce and Industry, Ministry of Finance and RAEOA-ZEESM, Timor Leste, on 15 October 2021.

better delivery mechanism and business process for Indonesia's SSTC, namely with Timor Leste. The communication and coordination between UNDP and its main partner, the MoFA, similarly proved to be very positive and fruitful. The trust and confidence that the MoFA has in UNDP will most likely not be so easily forgotten and hopefully will open new avenues for greater collaboration in many different sectors and areas of development assistance.

However, the Terminal Evaluation did find that the communication and coordination between the UNDP Country Offices in Jakarta and Dili were not as smooth and coherent as they should be. This has a number of consequences to the Project implementation on the ground, which mainly concerns how the PIID-SSTC Project could be communicated, coordinated and integrated with UNDP's many projects and initiatives with the Government of RAEOA-ZEESM in Oecusse. Another aspect to this problem relates to how the benefits and dividends of the PIID-SSTC Project could be somehow acknowledge or appreciated by the key stakeholders in Dili, namely Timor Leste's Ministries of Foreign Affairs, Agriculture and perhaps Home Affairs.

As a conclusion to the chapter on the "Voices of Partners, Stakeholders and Beneficiaries", a positive outlook and assessment on the overall implementation of the PIID-SSTC Project can be affirmed. The "voices" provide an authentic form of assessment from the various parties involved in the PIID-SSTC Project, who have been involved in their various capacities as partners, stakeholders or beneficiaries.

From the main partner, the MoFA, the voices of its public officials show their sincere gratitude to UNDP for its commitment and keen involvement in crystalizing Indonesia's SSTC. The PIID-SSTC Project has no doubt strengthened the Government of Indonesia's resolve in transitioning from a traditional aid recipient country to a recipient-cum-donor state, which is committed to helping Southern countries in confronting their various development challenges and trajectories.

From the perspective of relevant stakeholders such as the Ministry of Agriculture, the PIID-SSTC Project has proven to enable the MoFA to mobilise a line ministry to participate in developing the capacity of the Indonesia's recipient SSTC country, in this case, Timor Leste. The involvement of the Ministry of Agriculture's experts and trainers in the capacity building training programmes also attest to Indonesia's potential to not only become a donor but also a provider of technical

assistance and various forms of training programmes. What is more, the involvement of YMTM, which is a not-for-profit organisation, in the provision of training and community organising demonstrates that Indonesia's SSTC could also reach out to partners and stakeholders from among the non-governmental sector.

In terms of the voices from the direct beneficiaries, it is explicitly clear that the farmers from both Napan and Oesilo had expressed their satisfaction derived from the benefit of the training programmes that were facilitated by the PIID-SSTC Project. However, it is also transparent that the more capacity one provides to a certain targeted group, the more likelihood that the latter will be eager to learn much more. With the limited time, resources and the restrictions imposed by the Covid-19 pandemic, it is indeed unfortunate that the engagement with the farmers would come to a halt. Thus, further thought process and strategy need to be considered for further engagement with the farmers and the wider communities in the cross-border region.

The next chapter will close the Terminal Evaluation with Conclusions, Recommendations, Strategies, Future Trajectory and Lessons Learned.

## Chapter 5

### Conclusions, Recommendations, Strategies, Future Trajectory and Lessons Learned

This section of the Terminal Evaluation Report highlights the conclusions, recommendations, strategies and way forward for this PIID-SSTC Project for future programming and plans for prospective projects and relevant activities. With the now existing datasets compiled from the Terminal Evaluation and the analyses and findings that have been elaborated in the previous sections, the recommendations, strategies and future trajectory are expected to provide guidance to not only UNDP, but also its main partner, the Government of Indonesia, to develop better and clearer envisioning and planning for the country's SSTC and international development cooperation.

#### Conclusions

Based on the datasets, analysis and method of triangulation, one can conclude that the PIID-SSTC Project had accomplished its main objectives. Using the OECD-DAC six criteria of relevance, coherence, effectiveness, efficiency sustainability and impact, this Terminal Evaluation Report concludes the following:

Criteria	Assessment	Evidence	Remarks
Relevance	Highly relevant	All Project outputs, objectives and activities were consistent with the main Project goals and Indonesia's development assistance frameworks.	Capacity development, local economic cooperation and showcasing Indonesia's SSTC in global forums are indeed the necessary building blocks to crystallise Indonesia's SSTC. This was shared with the views and perspective of the main beneficiary of the Project, namely the Indonesian MoFA.

Coherence	Very Coherent	The objectives of the PIID-SSCT Project overlaps well with the UNDAF/CPD that serve as the basis for development framework and the needs of the partner country, in this case Indonesia.	Much of the initial work on the PIID-SSTC was to fill in the legal loopholes and align the framework within the larger SSTC framework on development cooperation and the provision of aid to Southern countries.
Effectiveness	Highly effective	All Project outputs were successfully and effectively delivered and implemented, based on the original intent of the PIID-SSTC Project Document.	All partners, stakeholders and beneficiaries find the Project strategic and beneficial for Indonesia's SSTC.
Efficiency	Highly efficient	The Project implementation was cost efficient and within the boundaries of the projected budget.	Additional resources and extensions were provided for by the donor and other parties. Transfer of equipment to the local community in Oesilo may raise some question as to the accountability of the local government and need for more stringent application of SOP.
Sustainability	Sustainable	With the Indonesia AID already established and the endowment fund earmarked, sustainability is no longer an option, but an imperative.	Despite the Covid-19 pandemic and the social restrictions, the Project stayed the course and left an indelible mark on the main partner (MoFA), stakeholders and beneficiaries.
Impact	Impactful	The enhanced level of confidence among partners and stakeholders of Indonesia's SSTC due to the increased clarity of roles, strategy and delivery mechanism.	Better communication and coordination with line ministries and other stakeholders involved in Indonesia's SSTC could be further enhanced.

In addition to the above, the Terminal Evaluation also concluded that gender sensitive policies were implemented from the outset in the PIID-SSTC Project. One of the affirmative decisions was to invite women local farmers from both Napan and Oesilo to participate in the training programmes provided for by the Project. Based on the interviews conducted with the women local farmers, the training programme had increased not only their knowledge and capacity of agriculture and farming, but also their orientation and confidence in managing their economic livelihoods.

## Recommendations

The below recommendations were based on the Terminal Evaluation and also consultations and analysis of the data gathered from numerous interviews with UNDP partners, relevant stakeholders and beneficiaries of the PIID-SSTC Project. All accessible documents, documentations, reports, analyses, videos and websites were also analysed. Based on the findings of the Terminal Evaluation of the PIID-SSTC, a set of recommendations is put forth, which are not in any particular order:

<p><b>Recommendation 1:</b> (fulfilled criteria: relevance, coherence, effectiveness, sustainability and impact)</p> <p>To continue to focus on the institutional capacity development of the Government of Indonesia, namely the MoFA, to implement the mandates of the international development cooperation in partnership with the Ministry of Finance, who holds the fiduciary functions and responsibilities of the Indonesia AID and other relevant ministries and agencies. This is to ensure the effective and efficient management and delivery of the Indonesia's SSTC programmes and activities.</p> <p><b>Priority Level:</b> High</p>
<p><b>Responsibility:</b> UNDP Country Office and MoFA</p>
<p><b>Action Plan:</b> UNDP to develop new project with MoFA on institutional strengthening or development of SSTC.</p>
<p><b>Recommendation 2:</b> (fulfilled criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact)</p> <p>To further expand the management capacity of MoFA in managing Indonesia's SSTC and the demand-driven international development cooperation, more efforts need to take place to develop policy coherence and consistency. Such an endeavour is needed to create an enabling environment for the "business process" of SSTC to be well understood by all partners, stakeholders and beneficiaries alike. Socialisation of the regulatory and policy frameworks also need to be done to get political buy-in from all parties concerned, including the parliament, media, academia, NGOs/CSOs and others.</p>



<b>Priority Level:</b> High
<b>Responsibility:</b> UNDP Country Office and MoFA
<b>Action Plan:</b> UNDP to collaborate with MoFA to develop socialisation strategies to get buy-in from stakeholders.
<p><b>Recommendation 3:</b> (fulfilled criteria: effectiveness, efficiency, sustainability and impact)</p> <p>SSTC dataset and resources must be collated and compiled in a safe, structured and systematised manner, enabling MoFA and its main partners and stakeholders to be able to map out the expertise and resources that the Government of Indonesia has at its disposal to support Southern countries and its SSTC undertakings. For many decades now, Indonesia's SSTC has been involved in various fields such as agriculture, education, family planning, monetary and finance, good governance, democracy, alternative livelihoods, etc. These categories together with the institutions, experts, both technocrats and scholars in the field, should already be listed systematically by name, contact address and a note on SSTC experience or engagement with Southern countries. Some of the datasets could then be publicised and uploaded into the MoFA and Indonesia AID's websites for partner institutions within the Government of Indonesia and also the relevant stakeholders. Prospective beneficiaries could also benefit from the publicly accessible data to seek out possibilities for support and aid from the Government of Indonesia.</p>
<b>Priority Level:</b> High
<b>Responsibility:</b> MoFA
<b>Action Plan:</b> MoFA to develop a well defined list of expertise and potential knowledge sharing programs, which is then shared among its Embassies and prospective partner countries throughout the world.
<p><b>Recommendation 4:</b> (fulfilled criteria: effectiveness, efficiency, sustainability and impact)</p> <p>One of the recurring problems related to Indonesia's SSTC pertains to its rather seemingly <i>ad-hoc</i> and unsystematic design and approach to delivering Indonesia's SSTC. This entails the need to systematise the business process and to focus Indonesia's SSTC more on programmatic, multi-year interventions as opposed to one-off, rapid response activities that are most likely unable to fulfil any strategic foreign policy objectives. Thus, with better design, planning, programming, budgeting and financing through the Indonesia AID, the Government of Indonesia will gain greater payoffs in its effort to make SSTC as a "tool of diplomacy" in the fulfilment of its foreign policy objectives.</p>
<b>Priority Level:</b> High
<b>Responsibility:</b> MoFA, MoF and Bappenas
<b>Action Plan:</b> Build collective strategy for Indonesia AID, which focuses on

programmatic, multi-year development cooperation programs through coordination meetings and workshops.

**Recommendation 5:** (fulfilled criteria: effectiveness, efficiency, sustainability and impact)

Aside from the above, a regional approach seems more desirable to determining priority areas for Indonesia's SSTC. Thus far, the priority to focus on the ASEAN and Pacific regions (the latter involving countries such as Papua New Guinea, Fiji, Solomon Islands, Nauru, Tuvalu, Kiribatu and Vanuatu) remains prudent. Given its geographic proximity and economic development stage, Indonesia's SSTC will surely be sought after and, again, provide a good payoff for the country's diplomacy in these regions. The next phase should therefore focus on intensifying the efforts already made to affirm the RPS for Africa and subsequently establish a process for the next target in Central America and the Caribbean and even perhaps South or Latin America.

**Priority Level:** High

**Responsibility:** UNDP Country Office

**Action Plan:** Further develop and implement the Regional Partnership Strategy, while prioritising on programs that are multi-year and clearly fulfil Indonesia's regional development cooperation strategy and foreign policy objectives.

**Recommendation 6:** (fulfilled criteria: sustainability and impact)

For the next phase, the cross-border economic cooperation initiative between Indonesia and Timor Leste should be extended, deepened and enriched, as it was abruptly affected by the Covid-19 pandemic with all the subsequent policies on social distancing, travel restrictions and stay-at-home orders. The collaboration and friendships that have already been established with the participants i.e. farmers and community members on both sides of the border could and should be capitalised through capacity development training to promote local economic development to ultimately gain peace dividends in the cross-border region.

**Priority Level:** Medium

**Responsibility:** MoFA, UNDP Indonesia and Timor Leste Country Offices, RAEAO-ZEESM

**Action Plan:** 1) Hold bilateral meetings between the MoFAs of Indonesia and Timor Leste; 2) Convene multi-stakeholders's meeting involving MoFAs, UNDP Country Offices of Indonesia and Timor Leste, the RAEAO-ZEESM, local CSOs and community leaders from the cross-border region.

**Recommendation 7:** (fulfilled criteria: effectiveness and efficiency)

It is recommended that UNDP Indonesia hire an on-the-ground Community Engagement Officer in Oesilo to facilitate any communication, coordination and

engagement with the local community in Oecusse and beyond as well as with the RAEOA-ZEESM, whose task is to supervise any development projects and initiatives in the region within the Timor Leste side. If resources permit, another Officer could be stationed in other cross-border regions. The hired Officers could then help in implementing or monitoring projects and take necessary actions that need to be taken on behalf of the UNDP in coordination with its Country Offices in Jakarta, Dili and Project Offices as well as perhaps with the Indonesian Embassy's extension office in Oesilo.

**Priority Level:** Medium

**Responsibility:** UNDP Indonesia and Timor Leste Country Offices

**Action Plan:** Open vacancy and hire Community Engagement Officer in Oesilo through the UNDP Project Office in Oecusse and Timor Leste Country Office in Dili.

**Recommendation 8:** (fulfilled criteria: relevance, coherence, sustainability and impact)

There are plenty potentially new and exciting areas of work that might be considered for UNDP's engagement with Timor Leste, either through the extension of the PIID-SSTC Project or perhaps independent new projects and initiatives. This includes areas such as clean water provision, climate change and mitigation, alternative/renewable energy projects and others.

**Priority Level:** High

**Responsibility:** UNDP Indonesia and Timor Leste Country Offices and RAEOA-ZEESM

**Action Plan:** In collaboration with the RAEOA-ZEESM, UNDP to develop and implement a concerted effort or comprehensive project in Oecusse to cover the many developmental initiatives that have been considered.

**Recommendation 9:** (fulfilled criteria: relevance, coherence, sustainability and impact)

UNDP must consider engaging Indonesia AID and strengthen its partnership with the Royal Embassy of Norway to seek future funding to further support Indonesia's SSTC.

**Priority Level:**

**Responsibility:** UNDP Country Office, Indonesia AID, MoFA and Royal Embassy of Norway

**Action Plan:** To collectively devise a new project to sustain the engagement in the cross-border region between Indonesia and Timor Leste. This may take the form of a separate project on SSTC or combined with a more comprehensive project, as recommended in Recommendation 8.

## Strategies

### *The Covid-19 Pandemic*

Since the Covid-19 pandemic in Indonesia started in the first quarter of 2020, the PIID-SSTC Project to a certain extent was effectively hampered. No fieldwork nor direct monitoring and evaluation could ever be conducted due to the social distancing, travel restrictions and stay-at-home orders imposed by the Government of Indonesia. As Ignatius Puguh Priambodo from the Directorate for Southeast Asian Affairs suggests, “We need to think about alternative ways of going about the SSTC training and engagement with local partners. Obviously, this all needs to fulfil certain Standard Operating Procedures (SOP) related to the Covid-19 pandemic in Indonesia.”<sup>94</sup>

The Government of Indonesia has devised SOPs and Protocols as well as specific ways and means for its government officers and their counterparts to remain in collaboration and productive during the pandemic. The UN Guidelines on the Covid-19 pandemic provides clear parameters in how the organisation could operate amid the continuing pandemic. Safety and health precautions have been in place to ensure that both UN staff and their counterparts and beneficiaries will not fall victim of the novel Coronavirus.

In this context, Febrizki Bagja Mukti of MoFA, who previously worked in the International Technical Cooperation for Africa and the Middle East Region, mentioned the many facets of the current Covid-19. Although the Covid-19 pandemic has caused many restrictions and limits people’s movements, it also provides opportunities to explore new ways to utilise advanced technology that is readily available before us. However, the pandemic also exposes the fact that “the vulnerable groups in society are ever more left behind with the still unresolved problem of the digital divide”.<sup>95</sup> When one examines the conditions and circumstances of residents living at the cross-border regions, one can only imagine how the digital divide could exempt these residents from obtaining basic information about market access or prices of commodities.<sup>96</sup>

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<sup>94</sup> Interview with Ignatius Puguh Priambodo, Directorate for Southeast Asian Affairs, Directorate of Asia-Pacific and African Affairs, MoFA, on 5 August 2021.

<sup>95</sup> Febrizki Bagja Mukti, Head of Sub-Directorate of Technical Cooperation for Africa and the Middle East Region, MoFA, on 12 July 2021.

<sup>96</sup> Idem ditto.

It is unclear at this stage when the Covid-19 pandemic will subside, and the new normal fully takes its place. As many experts have predicted, it could take years. However, any future planning from now on requires that contingency plans be installed at the local, provincial or national levels when executing, monitoring and evaluating projects.

### *Strategic Planning*

An exercise on strategic planning could be conducted to map out the future trajectory and programming of the Indonesia AID. This could entail and result in a full description of the following:

- a) Needs assessment and planning for the institutional and capacity development of all immediate partners of Indonesia's SSTC and Indonesia AID to ensure its sustainability. This may entail an exercise on scenario building to see the best, good, bad and worst scenarios and how to anticipate and mitigate the foreseeable problems related to Indonesia's SSTC and Indonesia AID.
- b) With the BLU system in place and the endowment funds readily available for Indonesia's SSTC through Indonesia AID, MoFA can jumpstart a process to select the priority demands of Indonesia's SSTC and begin to plan programmes and activities that run multi-years, such as 2, 3 or even five years. This way, MoFA could plan ahead in their diplomatic efforts beyond annual calendar cycle.
- c) Diversification of actors involved in Indonesia's SSTC could also be initialised more systematically, by way inviting other line ministries/agencies, state-owned companies, the private sectors, NGOs/CSOs, academic institutions into the fold of international development cooperation.

### *Dissemination and Buy-In*

Indonesia's SSTC is to be commended for its commitment and support to many Southern countries. Yet, a more rigorous socialisation programme needs to be developed to ensure full buy-in from the domestic constituents, namely the

parliamentarians/politicians, political parties, academics, CSOs/NGOs, business associations, such as KADIN, and others.

There is also a need to promote SSTC through narratives that could raise the profile of the Government of Indonesia in international forums. This may entail a programme in the G20, which Indonesia is currently presiding in 2022. This could be stories from the grassroots, who are the direct beneficiaries of Indonesia's SSTC. For instance, farmers from the cross-border region between Indonesia and Timor Leste could be interviewed and asked to tell stories about their engagement in the PIID-SSTC, and how the Project has given them lessons in integrated farming and the development of their own capacity in planting, harvesting and post-harvesting until marketing.

Such stories and narratives could provide a glimpse of how international aid architecture could positively affect the lives of people at the grassroots level. By doing so, Indonesia's SSTC will gain support from local communities and the domestic constituents, including media reporters, parliamentarians or non-governmental organisation activists, who might still be asking why Indonesia is providing aid when our own people need help.

### *Sustainability Issue*

Many projects often suffer from sustainability issues due to lack of vision and/or strict funding schemes that are incompatible with strategic, multi-year plans, much less grand plans about regional development strategies. The Covid-19 pandemic has surely become a game changer in the way projects are planned, executed, monitored and evaluated.

One of the things that the Terminal Evaluation came to learn from the PIID-SSTC Project is that the engagement and efforts made to generate local economic development at the cross-border region has high potential to be developed as a strong modality for boosting diplomatic relations between Indonesia and Timor Leste. What is more, Indonesia has been supporting the latter's efforts to be accepted into ASEAN, something that is clearly in the interests of both countries. Silaban noted that the sustainability of such programmes and activities must be considered for future planning:

The problem is that the central government of Timor Leste and the local government of Oecusse have taken a sluggish approach in picking up the

programme. We have not seen any involvement or further engagement to ensure the sustainability of the programme in which we engaged the farmers' group in Timor Leste.<sup>97</sup>

Silaban also noted that further engagement should at least be another year, so that the knowledge that the direct beneficiaries have received from the Project could be internalised and yield better results.

There was also a question of trust, as the handover of equipment to the local farmers' groups in Oecusse as well as the contract and Standard Operating Procedures (SOPs) was not as transparent as it should be. This has resulted in the confusion as to the whereabouts of some of the equipment or parts of the machine that were handed over to the local farmers' groups. Currently, the Regional Secretary of Agriculture, who has just been inaugurated in office last year, is looking into the matter and promised to resolve the problem. "This also has to do with our own accountability," Pedro said in the interview. The problem of trust could of course affect the sustainability of the collaboration and engagement with the local community and government. Without trust, cooperation is hard to come by.

### **Future Trajectory: Walk the Talk**

During the launch of the Indonesia AID, which has received a US\$283 million endowment fund, the Indonesian Minister of Foreign Affairs Retno Marsudi said, "This is a very precious tool for Indonesian diplomacy [that we can use] to strengthen our presence on the international stage. Indonesia can now walk the talk in international development."<sup>98</sup>

On the future trajectory, Hutagalung noted that the PIID-SSTC has strengthened the Government of Indonesia's resolve to shift from being an aid recipient to one providing the aid. This will ultimately be manifested through the establishment of the Indonesia AID. She noted that many areas could be explored in which UNDP and partners could explore. Among them concerns the SSTC's priority areas within the context of SDGs, and how to implement them amid the on-going

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<sup>97</sup> Email interview with Marya Onny Silaban, Head of Indonesian Embassy Contact Office in Oecusse, Timor Leste (received on 12 August 2021).

<sup>98</sup> <https://www.developmentaid.org/#!/news-stream/post/55554/indonesia-launches-an-international-development-aid-fund-a-look-back-at-indonesias-aid-history> (accessed on 5 July 2021).

Covid-19 pandemic and existing “digital divide” in the vast archipelago.<sup>99</sup> Another concern also relates to the resilience of the direct beneficiaries at the grassroots level i.e. the farmers in the cross-border region. In this context, it is pertinent for MoFA and UNDP to be able map out the global and strategic issues in the Southern countries, which is necessary for the sharpening of Government of Indonesia’s policies on SSTC.

On the supply and demand process, Rahmanto stressed the need to match Indonesia’s resources and ability to delivery and the existing demands. He said:

[With the establishment of the Indonesia AID,] Indonesia’s SSTC will become much more autonomous and structured, including how we manage the demand-driven process. In this context, it is important to build good communication with our targeted beneficiaries. Here, we must be able to match the supply with the demands. We already have a list of countries and a regional strategy for the Asia-Pacific and African regions. The challenge is to socialise, monitor and evaluate the results and impacts on the beneficiaries, and try to disseminate our programs globally and build solidarity among the Southern countries.<sup>100</sup>

Over the course of many decades, Indonesia has been receiving hundreds of millions of dollars worth of development assistance for many different countries. It is perhaps high time that Indonesia step-up the plate and contributed to the development of other countries. In the world of development, the double status that Indonesia carries, both as recipient and donor, is not uncommon in any way. However, with Indonesia now presiding the G20, it is high time that the country begins to showcase its SSTC best practices.

On the possible future work with UNDP, all partners seemed to agree that Indonesia’s SSTC requires further investment, commitment and hard work. The individuals interviewed from MoFA agreed that collaboration with UNDP has brought many benefits to Indonesia, and that the Government of Indonesia is appreciative of the work that the development organisation has been involved in the country. More specifically for SSTC, Hutagalung of MoFA hopes that further collaboration can be established to help the MoFA bring the SSTC to fruition, saying, “I sincerely hope that in the future, we can continue our cooperation after the PIID-SSTC evaluation has been completed.”

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<sup>99</sup> Interview with Maria Renata Hutagalung, Director for Technical Cooperation (Directorate General of Information and Public Diplomacy), MoFA, on 12 July 2021.

<sup>100</sup> Interview with Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs (under Director General for Policy Analysis and Development Agency), MoFA, on 12 July 2021.



## **Lesson Learned**

There are number of lessons to be learned based on this Terminal Evaluation. One of the most challenging, as mentioned throughout the Report, is the restrictions imposed by the Covi-19 pandemic. These social and travel restrictions have generated great ‘distance’ between the Evaluator and the people involved in the process of evaluation and assessment. Some of the informants, such as the villagers in Napan and Oesilo, for instance, had to depend on UNDP field staff to facilitate the interviews with the Evaluators, which could have some implications to the kinds of responses that were given. In addition, the online interviews are often disturbed by bad Internet connection, especially during bad weather. This has also caused some stress on the part of the Evaluator and the informants, as questions and answers had to be repeated again and again. In this context, nothing beats a direct, in-person interview to get the best possible responses from informants.

Another lesson learned from the Terminal Evaluation concerns directly with time lapses and memory retention of the informants. Many people interviewed in the Terminal Evaluation claimed that they have forgotten some the important aspects of the Project, which may have some bearing as to how they ‘feel’ or think about it. In many instances, the Evaluator had to ‘remind’ the informants on the dates, location or name of the person or institutions that were connected to their responses. This matter obviously carries with it some implications as to the validity and reliability of some of the responses given by the informants. The Evaluator therefore had to select some of the responses and teathed out the ones that were not fully recalled by the informants.

The third lesson learned relates to the governance and structure of Indonesia’s SSTC. The PIID-SSTC mostly engages the MoFA, as the main partner and beneficiary of the Project. While in fact, Indonesia’s SSTC main stakeholders include the Ministries of Finance and Development Planning /Bappenas. Thus, while the PIID-SSTC Project has no direct involvement with these two Ministries, the Terminal Evaluation could have also gained insights to Indonesia’s SSTC if some of the informants were to also come from these Ministries. []

## **ANNEXES**

## **Annex 1**

### **Relevant Regulatory and Policy Frameworks on Indonesia's SSTC**

(Based on Chronological Year of Issuance)

<b>No.</b>	<b>Bahasa Indonesia</b>	<b>English</b>
1	Undang-Undang Republik Indonesia No.43 Tahun 2008 tentang Wilayah Negara	Law No.43/2008 on State Territory
2	Peraturan Menteri Pertahanan Republik Indonesia No.13 Tahun 2014 tentang Kebijakan Pengamanan Wilayah Perbatasan	Minister of Defence Regulation No.13/2014 on Cross-Border Security Policy
3	Undang-Undang Republik Indonesia No.4 Tahun 2015 tentang Pengesahan Persetujuan antara Pemerintah Republik Indonesia dan Pemerintah Republik Demokratik Timor-Leste tentang Kegiatan Kerja Sama di bidang Pertahanan	Law No.4/2015 on Ratification of Agreement between the Government of the Republic of Indonesia and the Government of the Democratic Republic of Timor-Leste concerning Cooperation in the Field of Defence
4	Peraturan Menteri Dalam Negeri Republik Indonesia No.140 Tahun 2017 tentang Pembentukan Badan Pengelola Perbatasan di Daerah	Minister of Home Affairs Regulation No.140/2017 on Establishment of Regional Cross-Border Agencies
5	Peraturan Menteri Dalam Negeri Republik Indonesia No.140 Tahun 2017 tentang Pembentukan Badan Pengelola Perbatasan di Daerah	Minister of Home Affairs Regulation No.140/2017 on Establishment of Regional Cross-Border Agencies
6	Peraturan Pemerintah Republik Indonesia No.48 Tahun 2018 tentang Tata Cara Pemberian Hibah kepada Pemerintah Asing/Lembaga Asing	Government Regulation No.48/2018 on Provision of Grants to Foreign Governments/Institutions
7	Peraturan Pemerintah Republik Indonesia No.57 Tahun 2019 tentang Perubahan atas Peraturan Pemerintah No.48 Tahun 2018 tentang Tata Cara Pemberian Hibah kepada Pemerintah Asing/Lembaga Asing	Government Regulation No.57/2019 on Amendment to the Government Regulation No.48/2018 on Method of Giving Grants to Foreign Governments/Institutions
8	Peraturan Pemerintah Republik Indonesia No.34 Tahun 2019 tentang Perdagangan Perbatasan	Government Regulation No.34/2019 on Cross-Border Trade

9	Peraturan Menteri Keuangan Republik Indonesia No.143/PMK.01/2019 tentang Organisasi dan Tata Kerja Lembaga Dana Kerja Sama Pembangunan Internasional	Minister of Finance Regulation No.143/PMK.01/2019 on Organisation, Work System, International Development Cooperation Fund
10	Peraturan Menteri Luar Negeri Republik Indonesia No.11 Tahun 2019 tentang Kebijakan Pemberian Hibah kepada Pemerintah Asing/Lembaga Asing untuk Periode Jangka Menengah	Minister of Foreign Affairs Regulation No.11/2019 on the Policy to Give Grants to Foreign Governments/Institutions for Medium Term
11	Peraturan Menteri Luar Negeri No.12 Tahun 2019 tentang Tata Cara Pengajuan dan Penilaian Usulan Pemberian Hibah kepada Pemerintah Asing/Lembaga Asing	Minister of Foreign Affairs Regulation No.12/2019 on Method of Application and Assessment of Giving Grants to Foreign Governments/Institutions
12	Peraturan Menteri Luar Negeri Republik Indonesia No.15 Tahun 2020 tentang Perubahan atas Peraturan Menteri Luar Negeri No.11 Tahun 2019 tentang Kebijakan Pemberian Hibah Kepada Pemerintah Asing/Lembaga Asing untuk Periode Jangka Menengah	Minister of Foreign Affairs No.15/2020 on Amendment to the Minister of Foreign Affairs Regulation No.11/2019 on the Policy to Give Grants to Foreign Governments/ Institutions for Medium Term
13	Peraturan Menteri Luar Negeri Republik Indonesia No.16 Tahun 2020 tentang Perubahan atas Peraturan Menteri Luar Negeri No.12 Tahun 2019 tentang Tata Cara Pengajuan dan Penilaian Usulan Pemberian Hibah kepada Pemerintah Asing/Lembaga Asing	Minister of Foreign Affairs Regulation No.16/2020 on Amendment to the Minister of Foreign Affairs Regulation No.12/2019 on the Method of Application and Assessment on Giving Grants to Foreign Governments/ Institutions
14	Peraturan Menteri Luar Negeri Republik Indonesia No.16 Tahun 2020 tentang Tata Cara Pelaksanaan Pemantauan, Evaluasi, dan Pelaporan Kinerja Pelaksanaan Pemberian Hibah kepada Pemerintah Asing/Lembaga Asing	Minister of Foreign Affairs Regulation No.16/2020 on Implementation, Monitoring, Evaluation and Reporting of the Grants Given to Foreign Governments/Institutions
<b>Related Regulations on Gender Mainstreaming</b>		
1	Instruksi Presiden Nomor 9 Tahun 2000 tentang Pengarusutamaan Gender dalam Pembangunan	Presidential Decree No.9/2000 on Gender Mainstreaming in Development
2	Peraturan Menteri Pendidikan Nasional No.84 Tahun 2008 tentang Pedoman Pelaksanaan Pengarusutamaan Gender Bidang Pendidikan	Education Minister's Regulation No.84/2008 on Guideline for the Implementation of Gender Mainstreaming in the Education Sector

3	Peraturan Menteri Sosial Republik Indonesia No.184 Tahun 2011 tentang Lembaga Kesejahteraan Sosial	Social Affairs Minister's Regulation No.184/2011 on Social Welfare Agency
4	Peraturan Menteri Dalam Negeri Republik Indonesia No.67 Tahun 2011 tentang Perubahan Atas Peraturan Menteri Dalam Negeri No.15 Tahun 2008 tentang Pedoman Umum Pelaksanaan Pengarusutamaan Gender di Daerah	Home Affairs Minister's Regulation No.67/2011 on the Amendment to the Home Affairs Minister's No.15/2008 on General Guidelines on the Regional Implementation of Gender Mainstreaming
5	Peraturan Menteri Negara Pemberdayaan Perempuan dan Perlindungan Anak No.5 Tahun 2014 tentang Pedoman Penyelenggaraan Sistem Data Gender dan Anak	Women Empowerment and Child Protection Minister's Regulation No.5/2014 on Guideline to Manage Gender and Child Data System
6	Peraturan Menteri Negara Pemberdayaan Perempuan dan Perlindungan Anak Republik Indonesia No.6 Tahun 2014 tentang Rencana Aksi Nasional Percepatan Pelaksanaan Pengarusutamaan Gender dan Hak Anak melalui Forum Organisasi Keagamaan	Women Empowerment and Child Protection Minister's Regulation No.6/2014 on National Action Plan on Gender Mainstreaming and Childs' Rights through Religious Organisation Forum
7	Peraturan Menteri Luar Negeri Republik Indonesia No.21 Tahun 2020 tentang Pedoman Pelaksanaan Pengarusutamaan Gender di Lingkungan Kementerian Luar Negeri	Foreign Minister's Regulation No.21/2020 on Guideline for Gender Mainstreaming within the Ministry of Foreign Affairs

## **Annex 2**

### **List of Guiding Questions on PIID-SSTC**

(in English)

1. Please state your name and position and how you were involved in the PIID-SSTC Project.
2. How do you see the state of affairs with respect to the development of Indonesia's SSTC in general?
3. Do you see a major development or improvement in the demand and supply chain of Indonesia's SSTC?
4. How has the PIID-SSTC Project overall contributed to the development of Indonesia's SSTC?
5. How do you think the PIID-SSTC has helped to advance Indonesia's SSTC in the following areas:
  - a. Capacity development of the partners and stakeholders
  - b. SSTC Initiative in cross-border region between Indonesia and Timor Leste, including the clean water project and potentially a renewable energy project
  - c. Development of the single agency for SSTC
6. What are the strengths and/or weaknesses of the PIID-SSTC Project in terms of:
  - a. Overall Goals, outcomes and outputs
  - b. Project structure and management
  - c. Activities and engagement with partners, relevant stakeholders and beneficiaries
7. As a direct beneficiary to the PIID-SSTC, has the Project benefited you, your community or village or district?
8. Were there any areas of the Project, which you think needed to be enhanced, improved or make more effective/efficient? How should the Project have been designed or managed differently in the first place?
9. Do you think the participation of women in the Project as part of the management structure, proponents and beneficiaries of Indonesia's SSTC is sufficiently? If so, has their participation transformed any of the lived experiences? If not, how could this be improved next time?
10. Were human rights-based development principles such as freedom, justice, rule of law, human development, wellbeing, dignity, etc. applied throughout the

PIID-SSTC? Do you feel that any of the rights of the Project partners, stakeholders and beneficiaries were violated in any way?

11. Were youths, disable people and marginalized or vulnerable groups invited or involved in the Project in any way? How did the Project transform their experience or position in their community?
12. Do you have any specific suggestions and/or recommendations to advance Indonesia's SSTC or the Project, if it were to be extended? Any other possible partners or locations that you would suggest, if a similar Project were to continue? How do we ensure sustainability of the Project?
13. Is there anything else you would like to convey in this interview about the PIID-SSTC Project or Indonesia's SSTC? Etc.

### **Follow Up Questions**

1. In addition to the *cross-border region* between Indonesia dan Timor Leste, do you see other regions that may have the same potential, such as with Papua New Guinea and Malaysia, although they may present different contexts? If so, what programs or issues do you think that could be considered in the SSTC in terms of its new initiatives with these neighbouring countries?
2. How do you see opportunities to intensify Indonesia's SSTC in the Asia-Pasific, African dan Central and South Americas? What programnes and issues could we develop (for example: agriculture, husbandry, 'crops for peace', climate change, renewable energy, etc.)? Has there been any new demands lately from the countries in these regions?
3. With the establishment of the single agency, Indonesia AID, how do you foresee SSTC governed and driven by demand from the line Ministries and Agencies as well as from overseas Embassies and Consulates?
4. How could Indonesia's SSTC mechanism and procedure involve actors from the NGOs/CSOs, government-owned companies, the private sector and others?
5. How could the SSTC future initiatives be more programmatic, multi-year, results-oriented and be more responsive to fulfilling Indonesia's foreign policy objectives?
6. How could MoFA build a process of recruitment and internalise its own main responsibility and functions to ensure that the Indonesian diplomats are capable in the field of development cooperation, considering that the high turnover rate in MoFA due to rotational and regularised overseas posting every 3-4 years?
7. How could the structure and function of development cooperation in MoFA be strengthened in MoFA and its overseas Embassies and Consulates to ensure the

that the institutional memory dan capacity in the field of development cooperation is strengthened?

Notes:

- Following the UNDP Guidelines on Evaluation during the Covid-19 Pandemic, appointments were made possible through emails and *WhatsApp* application with the support from the UNDP unit.
- All interviews were conducted via *Zoom* online platform, *WhatsApp* (WA) and email, based on the requests of the interviewees.
- With the agreement of the interviewees and informants, all interviews and conversations were recorded for accuracy and precision of responses as well as accountability.
- Roles, responsibilities and the gender of interviewees and informants were considered in determining the targets.



### **Annex 3**

## **List of Guiding Questions on PIID-SSTC**

(in Bahasa Indonesia)

1. Tolong sebutkan nama Anda dan posisi Anda dan bagaimana Anda dapat terlibat dalam proyek PIID-SSTC?
2. Bagaimana Anda melihat keadaan dari perkembangan SSTC Indonesia secara umum?
3. Apakah Anda melihat perkembangan atau kemajuan yang besar dalam rantai permintaan dan pasokan (*demand-supply chain*) dari SSTC Indonesia?
4. Bagaimana kontribusi keseluruhan dari Proyek PIID-SSTC dalam perkembangan SSTC Indonesia?
5. Bagaimana pendapat Anda mengenai peran PIID-SSTC? Apakah telah membantu untuk memajukan SSTC Indonesia dalam aspek berikut:
  - a. Perkembangan kapasitas dari para mitra dan stakeholder
  - b. Inisiasi SSTC di wilayah perbatasan antara Indonesia dan Timor Leste, termasuk proyek air bersih dan berpotensi pada proyek energi terbarukan
  - c. Perkembangan dari *single agency* untuk SSTC Indonesia
6. Apa yang menjadi kekuatan dan kelemahan dari proyek PIID-SSTC dalam bidang:
  - a. Keseluruhan tujuan, hasil dan luaran
  - b. Struktur dan manajemen proyek
  - c. Kegiatan dan keterlibatan dengan mitra dan stakeholder
7. Sebagai penerima manfaat langsung dari PIID-SSTC, apakah proyek ini menguntungkan Anda, masyarakat ataupun desa/distrik Anda?
8. Apakah terdapat area di dalam proyek yang Anda lihat patut untuk ditingkatkan atau dibuat lebih efisien? Bagaimana proyek tersebut dapat dirancang atau dikelola secara berbeda pada tahapan pertama?
9. Apakah menurut Anda, partisipasi perempuan dalam proyek ini menjadi bagian dari struktur manajemen, pendukung dan penerima manfaat yang berguna bagi SSTC Indonesia? Kalau iya, apakah partisipasi mereka telah mengubah pengalaman hidup Anda? Kalau tidak, bagaimana aspek ini dapat ditingkatkan?
10. Apakah perkembangan prinsip hak asasi manusia seperti persamaan, keadilan, supremasi hukum, perkembangan manusia, kesejahteraan, martabat, dll.

diaplikasikan dalam PIID-SSTC? Apakah Anda merasa hak dari proyek pemangku kepentingan dan/atau penerima manfaat dilanggar dalam berbagai bidang?

11. Apakah generasi muda, penyandang cacat, dan kelompok terpinggirkan atau rentan terlibat dan diundang dalam proyek ini? Bagaimana proyek ini mengubah pengalaman atau posisi mereka di komunitas mereka?
12. Apakah Anda mempunyai saran atau rekomendasi khusus untuk meningkatkan SSTC Indonesia atau proyek ini, kalau proyek ini dilanjutkan? Apakah terdapat mitra lainnya atau lokasi yang Anda sarankan, kalau proyek yang mitip tetap dilanjutkan? Bagaimana kita dapat memastikan keberlanjutan dari proyek ini?
13. Apakah masih ada yang Anda ingin sampaikan dalam interviu ini tentang proyek PIID-SSTC?

### **Pertanyaan Tambahan**

1. Selain daerah *cross-border region* antara Indonesia dan Timor Leste, apakah Anda melihat daerah-daerah lain juga berpotensi untuk dilakukan hal yang sama, misalnya dengan PNG atau Malaysia, walau dengan konteks yang berbeda? Jika iya, program apa atau isu apa yang dapat menjadi pertimbangan dalam kerjasama SSTC dalam inisiatif-inisiatif baru dengan negara-negara tetangga tersebut?
2. Bagaimana Anda membayangkan peluang berkembangnya SSTC secara lebih intens ke depan dengan kawasan-kawasan Pasifik, Afrika dan Amerika Tengah dan Karibia? Program-program dan isu-isu apa saja yang dapat diangkat (seperti pertanian, peternakan, *crops for peace*, climate change, renewable energy, etc.)? Apakah sudah ada *demands* yang baru dari negara-negara di kawasan tersebut?
3. Dengan keberadaan *single agency* Indonesia AID, bagaimana Anda melihat idealnya SSTC Indonesia dikelola secara *demand-driven* ke depannya dari Kementerian/Lembaga maupun dari Perwakilan di luar negeri dan lainnya?
4. Bagaimana mekanisme dan prosedur melibatkan aktor-aktor lain seperti NGO/CSO, BUMN, sektor swasta dan lainnya oleh Indonesia AID ini?
5. Bagaimana pula agar program SSTC ke depannya bisa lebih programatik, *multi-year* dan *results-oriented* sehingga SSTC bisa menjadi pijakan bagi pemenuhan capaian-capaian kebijakan luar negeri Indonesia ke depannya?
6. Bagaimana kira-kira Kemenlu akan membangun proses rekrutmen dan pengembangan tugas pokok dan fungsi untuk kerjasama pembangunan ini agar diplomat-diplomat Indonesia menjadi ahli di bidang ini, mengingat tingginya *turnover rate* di Kemenlu akibat rotasi dan postings ke luar negeri setiap 3-4 tahun sekali?

7. Bagaimana membangun struktur dan fungsi kerjasama pembangunan ini di Kementerian Luar Negeri berikut perwakilan-perwakilannya di luar negeri agar *institutional memory* dan *capacity* di bidang kerjasama pembangunan ini bisa berkembang dan berkelanjutan?

Notes:

- Mengikuti *UNDP Guidelines on Evaluation during the Covid-19 Pandemic*, janji interviu dilakukan melalui system email dan aplikasi *WhatsApp* dengan bantuan unit di UNDP.
- Semua interviu dilakukan melalui aplikasi *Zoom* online, *WhatsApp* (WA) dan beberapa via email, sesuai permintaan subyek wawancara.
- Sesuai dengan kesepakatan dengan para individu yang diinterviu dan informan, semua interviu dan pembicaraan di rekam demi menjamin akurasi, presisi dari respons pertanyaan yang diajukan serta akuntabilitas kerja.
- Peranan dan tanggung-jawab di PIID-SSTC serta gender menentukan target para individu dan informan yang diinterviu dalam proses ini.

## **Annex 4**

### **List of Interviewees and Key Informants**

#### **MoFA**

Maria Renata Hutagalung, Director for Technical Cooperation (Directorate General of Information and Public Diplomacy)

Rio Budi Rahmanto, Head of Centre for Policy and Development for Multilateral Affairs (under the Director General for Policy Analysis and Development Agency)

Mirza Nurhidayat (via email), Director for Southeast Asia Region (Directorate General of Asia-Pacific and African Affairs)

Faraiditto Suharyono, Minister Counselor for the Indonesian Embassy in Tunisia and formerly staff in the Directorate for Technical Cooperation

Febrizki Bagja Mukti, Head of Sub-Directorate of Technical Cooperation for Africa and the Middle East Region

Ignatius Puguh Priyambodo, Directorate for Southeast Asian Affairs, Directorate of Asia-Pacific and African Affairs

Banga Malewa, Directorate for Southeast Asian Affairs and originally from Timor

Marya Onny Silaban (via email), Head of Indonesian Embassy Contact Office in Oecusse, Timor Leste

Cinta, Directorate for Technical Cooperation

Ririn Dwi Fitriani, Secretary in the Directorate for Technical Cooperation

Lintang, Secretary in the Directorate for Technical Cooperation

#### **Line Ministries and Government Agency**

Siti Karimatun, Agricultural Human Resources Extension and Development Agency

Dr. Adang Warya, formerly Center for Agricultural Training in Kupang, Nusa Tenggara Timur

Nurul Khomadiyah, Head of Programming and Evaluation, Center for Agricultural Training in Balu-Malang, East Java

Mikzon Lakidang, Ministry of Agriculture in Nusa Tenggara Timur

#### **RAEOA-ZEESM Representatives**

Pedro da Cunha, Regional Secretary for Business, Commerce and Industry

Jose Eta, Regional Secretary for Agricultural Affairs

#### **Farmers in Napan**

Antonius Anton, Training Participant

Benetrianana Oki, Training Participant

Dominggas Piasunni (Mamak Minggas), Training Participant

Josebinu, Training Participant

**Others**

Irman G. Lanti, Senior Adviser for UNOPS and formerly Head of UNDP Governance Unit

Josef Maan, Yayasan Mitra Tani Mandiri (Foundation for Independent Farmers' Partnership)

Rahimah, Advisor, Royal Embassy of Norway

**UNDP**

Teuku Rahmatsyah, previously Head of Quality Assurance and Results Unit/Assistant Resident Representative

Patricia Porras, UNDP Representative in RAEOA, Oecusse, Timor Leste

Samuel Poli, UNDP Business Development Technical Advisor for Oecusse Business Incubator (OBI), UNDP Timor Leste

Santos, Agribusiness Business Coordinator, UNDP Timor Leste

Chelsea Nguyen, Monitoring and Reporting

Ari Yahya Pratama, Programme Manager for Government Financing and SSTC

Mareska Mantik, National Project Manager for SSTC

Theresa Sila Wikaningtyas, PIID-SSTC Project

Dayu Monic Sebayang, PIID-SSTC

Fidel Eko, UNDP Field Staff in Napan and Oesilo

**Notes:**

- The initial list of interviewees and key informants was derived from a master list from the UNDP unit, who were directly involved in the PIID-SSTC Project.
- A good number of individuals were considered based on representativeness of views and perspectives as well as their specific and unique insights on the Project
- Some interviews, including the one with the Indonesian MoFA, were conducted in groups.

## **ANNEX 5**

### **LIST OF SOURCES & REFERENCES**

1. Partnership Initiative for Institutional Development of South-South Triangular Cooperation for Project Document (2017)
2. Agenda 2030: Sustainable Development Goals
3. From Receiving to Giving: Future Trajectory of Indonesia's International Development Cooperation Agency (2018)
4. Policy for the Provision of Grants to Foreign Governments/Foreign Institutions (2019)
5. Partnership for a Better Common Sustainable Future: Regional Partnership Strategy (RPS) of the Indonesian Development Cooperation in the Pacific Islands 2020-2024 (2019)
6. Regional Partnership Strategy (RPS) of the Indonesian Development Cooperation in Africa (2020)
7. Tales beyond Borders (2019)
8. Review on Border Mechanism between Indonesia and Timor Leste
9. The Gender Inequality Index of the HDR <http://hdr.undp.org/en/composite/GII>
10. Project Proposal entitled Provision for Clean Water Supply for Napan village (2019).
11. Provision of Clean Water Supply to Address Water Scarcity in Napan Village, Nusa Tenggara Timur (2020)
12. UNDP's Review on Land Border Mechanism between Indonesia and Timor Leste: Biosecurity Issue and Subsistent Farmers' Livelihood in Border Area

### **LIST OF UN FRAMEWORKS & GUIDELINES ON EVALUATIONS**

1. UNDP Evaluation Guidelines (Revised Edition: June 2021) by the UNDP Independent Evaluation Office.
2. Evaluation Policy, 2016 <http://web.undp.org/evaluation/policy.shtml>
3. United Nations Evaluation Group (UNEG) updated Norms and Standards for Evaluation 2016 <http://unevaluation.org/document/detail/1914>
4. UNEG Guidelines <http://www.uneval.org/document/guidance-documents>
5. UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (Yellow Handbook), 2009 and 2011  
<http://web.undp.org/evaluation/guidance.shtml>
6. Programme and Operations Policies and Procedures (POPP)  
<https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d&Menu=BusinessUnit>

7. Updated UNDP Programme and Operations Policies and Procedures (POPP) for Project <https://popp.undp.org/SitePages/POPPRoot.aspx>
8. Updated UNDP Programme and Operations Policies and Procedures (POPP) for Programme Management (PPM)  
<https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=1c019435-9793-447e-8959-0b32d23bf3d5&Menu=BusinessUnit>
9. Guidelines for United Nations Development Assistance Frameworks (UNDAFs)  
<https://undg.org/programme/undaf-guidance/>
10. The SDGs, 2030 Agenda and the UNDP Strategic Plan, 2018-2021  
<http://strategicplan.undp.org/>
11. UNEG Norms and Standards for Evaluation 2016  
<http://www.unevaluation.org/document/detail/1914>
12. UNDP Evaluation Policy (2016) DP/2016/23
2. Independent Country Programme Evaluations (ICPE)  
<http://web.undp.org/evaluation/evaluations/assessment-of-development-results.shtml>
3. Adaptation Fund Board <https://www.adaptation-fund.org/wp-content/uploads/2017/08/OPG-amended-in-October-2017-1.pdf>
4. The Green Climate Fund (GCF) Evaluation Policy <https://ieu.greenclimate.fund/>
5. Impact evaluation guidance <http://www.uneval.org/document/detail/1433>
6. DAC Evaluation Series: Guidance for Managing Joint Evaluations  
<http://www.oecd.org/dac/evaluation/37512030.pdf>
7. Monitoring and Evaluation UNDAF Companion Guidance Monitoring and Evaluation UNDAF Companion Guidance, 2017
8. User Guide Evaluation Resource Centre  
<https://erc.undp.org/resources/docs/guidance/ERC-User-Guide.pdf>
9. UNEG Guidance on Preparing Management Responses to UNDAF Evaluations  
<http://www.unevaluation.org/document/detail/1212>
10. Integrating Human Rights and Gender Equality in Evaluations  
<http://unevaluation.org/document/detail/1616>
11. UNDP IEO Evaluation planning and implementation during COVID-19 guidance note (under UNDP DE Guidance Planning and Implementation during COVID19 JUNE 2020)
12. UNDP IEO Adjusting Evaluation terms of reference during COVID-19 (under General UNDP Evaluation Guidelines dengan judul UNDP DE Guidance for evaluation TOR during COVID-19 June 2020)
13. Evaluation during Crisis: COVID-19  
<http://web.undp.org/evaluation/guideline/covid19.shtml>

## **LIST OF VIDEOS & SUPPORTING DOCUMENTARIES**

1. “Pelatihan Kerjasama Internasional Masyarakat Perbatasan Indonesia Timor Leste” [Training International Cooperation for Cross-Border Community of Indonesia and Timor Leste] (5:32)
2. “Penutupan Pelatihan Kerjasama Indonesia-Timor Leste” [Closing Ceremony of the Training Cooperation between Indonesia and Timor Leste] (3:07)
3. “Kesan dan Pesan Peserta Pelatihan Kerjasama antara Indonesia dan Timor Leste, Balai Besar Pelatihan Peternakan Kupang, Kementerian Pertanian [Impressions by UNDP on Training Cooperation between Indonesia and Timor Leste, Training Centre on Cattle Processing in Kupang, Ministry of Agriculture](3:53)
4. “Kesan dan Pesan UNDP pada Pelatihan Kerjasama antara Indonesia dan Timor Leste”, Balai Besar Pelatihan Peternakan Kupang, Kementerian Pertanian [Impressions by UNDP on Training Cooperation between Indonesia and Timor Leste, Training Centre on Cattle Processing in Kupang, Ministry of Agriculture] (2:15)
5. “Post-Test pada Peserta Pelatihan dari Timor Leste dan Napan, NTT [Post-Test on Participants of the Training by participants from Timor Leste and Napan, East Nusa Tenggara] (2:44)
6. “Giving to the Local Community, JAGA Clean Water Project in Napan, East Tenggara Timur” (2:35)
7. “Membangun Raksasa Tidur” - Balai Besar Pelatihan Peternakan Kupang, Kementerian Pertanian (Waking Up the Giant - Training Centre for Cattle Processing in Kupang, Ministry of Agriculture) (3:29)
8. Balai Besar Pelatihan Peternakan Kupang, Kementerian Pertanian (Training Centre for Cattle Processing in Kupang, Ministry of Agriculture) (1:22)
9. “Panen Padi Organik di Lembah Mainang” – Desa Malaipea, Alor, Nusa Tenggara Timur [Harvesting Organic Rice in Mainang Valley, Alor, East Nusa Tenggara] (3:19)
10. Panen Padi di Desa Bena, Timor Tengah Selatan, Nusa Tenggara Timur [Harvesting Rice in Bena Village, South Timor Tengah, East Nusa Tenggara](2:50)



## ANNEX 6

### TOR for PIID-SSTC Terminal Evaluation

## Terms of reference



### GENERAL INFORMATION

**Title:** < National Consultant for PIID-ISSTC Project Terminal Evaluation – **NATIONAL POST** >  
**Project Name:** Partnership Initiative for Institutional Development of Indonesia's South-South and Triangular Cooperation  
**Reports to:** Programme Manager, South-South and Triangular Cooperation – Government Financing  
**Duty Station:** Home-Based  
**Expected Places of Travel (if applicable):** < Jakarta >  
**Duration of Assignment:** 27 working days within 3 months

### REQUIRED DOCUMENT FROM HIRING UNIT

✓	TERMS OF REFERENCE
5	CONFIRMATION OF CATEGORY OF LOCAL CONSULTANT, please select: (1) Junior Consultant (2) Support Consultant (3) Support Specialist (4) Senior Specialist (5) <b>Expert/ Advisor</b> CATEGORY OF INTERNATIONAL CONSULTANT, please select: (6) Junior Specialist (7) Specialist (8) Senior Specialist
✓	APPROVED e-requisition

### REQUIRED DOCUMENTATION FROM CONSULTANT

✓	P11 or CV with three referees
✓	Copy of education certificate
✓	Completed financial proposal
✓	Completed technical proposal

### Need for presence of IC consultant in office:

☒ partial (consultant will be needed to be presence at office for brief meeting(s) with Project Management Unit and UNDP Programme Manager to discuss evaluation activities. If it is not possible to travel to office due to COVID-19 pandemic, virtual meeting will be opted)

☐ intermittent (explain)

☐ full time/office based (needs justification from the Requesting Unit)

### Provision of Support Services:

Office space: ☐ Yes ☒ No

Equipment (laptop etc): ☐ Yes ☒ No

Secretarial Services: ☐ Yes ☒ No

If yes has been checked, indicate here who will be responsible for providing the support services: < Enter name >

I. BACKGROUND

Project Title:	Partnership Initiative for Institutional Development of Indonesia's South-South and Triangular Cooperation		
UNDP Project ID:	00107243		
Country:	Indonesia		
Region:	Asia Pacific		
Focal Area:	South-South and Triangular Cooperation		
FA Objectives, (OP/SP):	Institutional Development, and South-South Cross-Border Peacebuilding Initiative		
Executing Agency:	UNDP		
Other Partners Involved:	Ministry of Foreign Affairs	ProDoc Signature (date project began):	18 December 2017
		(Operational) Closing Date:	Proposed: N/A Actual: N/A

The Government of Indonesia realized that to ensure the effectiveness of its International Development Cooperation (IDC) program and activities, it is necessary to have a clear institutional arrangement for its IDC programming. This commitment is included in country's medium-term development planning (RP/MN 2015-2019) stating the importance of establishing of a single entity for country's IDC program. This entity will be given a mandate to formulate, coordinate, implement, manage, monitor and evaluate country's IDC program more comprehensively. To ensure that this entity has strong position politically, a Government Regulation have been enacted to regulate country's IDC programme and coordination, incl. legal and regulatory framework, institutional arrangement, cooperation modalities and the IDC financing.

To support the government operationalizing its target to have a more effective IDC programming, this Project provides support to the establishment process of a single entity for IDC, particularly to ensure that clear coordination mechanism and arrangement are in place, covering all stages of programming from planning, funding, implementation, monitoring and evaluation, with clear segregation of duties among relevant ministries, and to ensure that the IDC is in line with Indonesia's foreign policy.

As a global development agency, UNDP has a strong role to play as a neutral partner, knowledge agent, capacity development supporter and partnership facilitator when developing countries work together to find solutions to common development challenges. Having a country office presence in 170 countries and territories positions UNDP well to assist in identifying opportunities for effective peer-to-peer practitioner learning.

Through this Project, UNDP is supporting the Government of Indonesia, by utilizing its experiences in at least three areas of support/services:

- institutional capacity development through support to the establishment of a single agency;
- brokering and facilitating South-South Cooperation (SSC) activities, which include knowledge exchange between Indonesia and other Southern countries, on scalable development solutions and analysis on what has worked, what has not, along with systematic information on SSC;
- formulation of a global funding platform for SSTC (South-South and Triangular Cooperation) under the United Nations, with Indonesia playing its leading role in the development of an SSTC global network amongst Southern countries to facilitate dialogues, improve demand capturing mechanism, tailoring of programs, including shaping global SSC discourses.

The expected Output of this project are:  
Output 1: Enhanced Institutional Capacity in Coordinating and Managing Indonesia's South-South and Triangular Cooperation  
Activity Result 1.1: Establishment of an integrated and consolidated SSTC governance and platform

*Activity Result 1.2: Enhanced policy and regulatory framework that further increases the quality of Indonesia SSTC*

*Activity Result 1.3: Enhanced capabilities and mechanisms to manage SSTC*

*Output 2: South-South Triangular Initiative Implemented: Peacebuilding through Cross-Border Local Economic Development between Indonesia and Timor-Leste*

*Activity Result 2.1: G2G agreement on Indonesia-Timor-Leste Peacebuilding through Cross-Border Local Economic Development signed*

*Activity Result 2.2 Peace Building through Cross Border Local Economic Development Programme Planned and Implemented*

*Output 3: Enhanced Indonesia's Role at Global SSTC Forum*

*Activity Result 3.1: Networks at regional and global levels are established*

#### Project Location

*This project is based in the UNDP Indonesia Country Office in Jakarta, where the project management team is located.*

*However, activities under Output 2 of this project are implemented in the border between Indonesia and Timor-Leste, specifically in Napan Village (NTT Province) on the Indonesian side, and in Oesilo (Oe-cusse Region) on the Timor-Leste side.*

*On the Indonesian side of the border, a Government Liaison officer is stationed at the District Planning and Research Office (Bapelitbang Kabupaten) of Timor-Tengah Utara, NTT Province, to liaise with the District Government, with occasional travel to Kupang to liaise with NTT Provincial Government. The project also employs a Field Assistant to work directly with the farming community in Napan, on a day-to-day basis. Meanwhile, the project is working closely with UNDP Timor-Leste in Oe-cusse to implement activities in the Oesilo community. A Community Facilitator is employed to work with the farming community in Oesilo.*

#### Target Groups and Key Partners

*This project's senior beneficiary is the Ministry of Foreign Affairs of Indonesia (MoFA), particularly the Directorate of Technical Cooperation. Aside from that, the Project is also working closely with other relevant directorates in MoFA, such as Directorate for Southeast Asian Affairs, Directorate for Socio-Cultural Affairs and International Organization of Developing Countries, and the Center for Policy Analysis and Development for Multilateral Affairs.*

*The Project supports MoFA in the consultation process with the Government of Timor Leste on the formulation of the Peace Building through Cross Border Local Economic Development Programme (Output 2). Furthermore, in relation to Output 2, PID-ISSC Project also works closely with the Provincial Government of Nusa Tenggara Timur and District Government of Timor-Tengah Utara. Due to the works in the border area, the project also liaises with the Border Management Agency, both at national level (Badan Nasional Pengelola Perbatasan) and sub-national level (Badan Pengelola Perbatasan Provinsi & Badan Pengelola Perbatasan Kabupaten). Lastly, the project had also partnered with Yayasan Mitra Tani Mandiri, a local CSO which assisted the project in implementing the project's activities in the Indonesia – Timor-Leste border area.*

#### Cross-Cutting Issues

*Gender is an integral part of this project. The project strives to promote gender mainstreaming through the planning, implementation, and monitoring process of all project activities by making sure that women in the farming community in Napan and Oesilo are involved in all capacity building activities and having gender disaggregated data collected during the monitoring process.*

*Given the timing of the Terminal Evaluation that will take place during the COVID-19 pandemic situation the entire evaluation process will be done by strictly adhering to the government's COVID-19 measure. Especially looking at the fact that since up to early February 2021, the number of positive Covid-19 cases in Indonesia has reached 1,111,671 confirmed cases; 30,770 deaths; and 305,665 recovered cases from 510 districts across 34 provinces. While Covid-19 Pandemic is still on the rise in Indonesia, understandably the national and local government have put in place appropriate measures and regulations to curb the spread of the disease both Nationally and locally, including the restriction of business and office-based activities in DKI Jakarta. Consequently, all staff in the UNDP Indonesia Country Office have been working from home since March 2020, while in the government side a strict work-from-home arrangement has been also closely observed. As a result, it is foreseen that like many project activities, the evaluation process including engagement with key government counterparts, unless stated otherwise, would be done remotely through online mediums.*

### **Purpose of Terminal Evaluation**

*The Terminal Evaluation will assess the achievement of project results against what was expected to be achieved, and to draw lessons that can be used to both improve the sustainability of benefits from this project, and to aid in the overall enhancement of UNDP programming. The Terminal Evaluation report is expected to promote accountability and transparency and to assess the extent of project accomplishments. In addition, it is expected that the evaluation will provide insights and recommendations which could be incorporated into PID-SSSTC's project Phase 2.*

## **II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES**

### **Scope of Work**

*The objective of the Terminal Evaluation task is to collect and analyse data on the achievement of the project results. The consultant is expected to review the project design, strategies and result framework of the PID-SSSTC Project in achieving the project's output as follow:*

- *Output 1: Enhanced Institutional Capacity in Coordinating and Managing Indonesia's South-South and Triangular Cooperation*
- *Output 2: South-South Triangular Initiative Implemented: Peacebuilding through Cross-Border Local Economic Development between Indonesia and Timor-Leste*
- *Output 3: Enhanced Indonesia's Role at Global SSTC Forum*

*Moreover, he/she is to measure inputs and progress towards result, evaluate project planning and implementation (such as management arrangement, workplan, finance, project-level monitoring system, stakeholder engagement, and sustainability), and particularly the direct and indirect impact of the project to country's international development cooperation approaches/strategies, and proper planning, implementation and monitor of South-South cooperation initiative through the lessons learned from the Indonesia – Timor-Leste peacebuilding initiative through the local economic development. Lastly, the consultant is expected to provide recommendations, based on the terminal evaluation results, which could be incorporated into the Project's Phase 2.*

### **Terminal Evaluation Approach and Methodology**

*The terminal evaluation report must provide evidence-based information that is credible, reliable, and useful.*

*The consultant will collect all relevant sources of information including documents prepared during the preparation phase of the project, the Project Document, project reports including, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that they considers useful for this evidence-based terminal evaluation.*

*The consultant is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partners, the UNDP Country Office(s), direct beneficiaries and other stakeholders.*

*Engagement of stakeholders remains vital to this terminal evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to UNDP Indonesia Country Office, UNDP Timor-Leste Country Office, Ministry of Foreign Affairs, Provincial Government of Nusa Tenggara Timur, District Government of Timor Tengah Utara, The Royal Norwegian Embassy in Jakarta, Jakarta Ambassadors' Golf Association, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc.*

*The specific design and methodology for the terminal evaluation should emerge from consultations between the evaluation consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting the evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The evaluation consultant must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the Sustainable Development Goals are incorporated into the evaluation report.*

*The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the Terminal Evaluation Inception Report and be fully discussed and agreed between UNDP, relevant stakeholders, and the evaluation consultant.*

*The final report must describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation. Subsequently, the final report must also provide recommendations for the project planning and implementation entering the Phase-2.*

#### **Expected Outputs and deliverables**

<b>Deliverables/ Outputs</b>	<b>Estimated number of working days</b>	<b>Completion deadline</b>	<b>Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)</b>
1 <sup>st</sup> Deliverable: Submission of an Inception report on terminal evaluation method	5 working days	19 March 2021	Project Management and UNDP-CO
2 <sup>nd</sup> Deliverable: Submission of an Initial findings and 1 <sup>st</sup> draft of final report	12 working days	9 April 2021	Project Management and UNDP-CO
3 <sup>rd</sup> Deliverable: Submission of the final report of Terminal Evaluation approved by UNDP-CO and UNDP-RTA	10 working days	30 April 2021	Project Management and UNDP-CO

#### **Payment Schedule**

- 20% payment upon satisfactory delivery of the final Terminal Evaluation Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft Terminal Evaluation report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final Terminal Evaluation report and approval by the Commissioning Unit (via signatures on the Terminal Evaluation Report Clearance Form) and delivery of completed Evaluation Audit Trail

*Criteria for issuing the final payment of 40%:*

- The final Terminal Evaluation report includes all requirements outlined in the Terminal Evaluation TOR and is in accordance with the Evaluation guidance.
- The final Terminal Evaluation report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other Evaluation reports).
- The Audit Trail includes responses to and justification for each comment listed.

*In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.*

*Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.*

III. WORKING ARRANGEMENTS														
<b>Institutional Arrangement</b> <p>The principal responsibility for managing this terminal evaluation resides with the UNDP Country Office (CO) in Indonesia. The UNDP CO will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the evaluator (if applicable). The Project Team will be responsible for liaising with the Evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.</p> <p>If it is not possible to travel within the country for the terminal evaluation mission then the consultant should develop a methodology that takes into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the evaluation inception report and agreed with the Commissioning Unit.</p> <p>If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the Internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final evaluation report.</p> <p>If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.</p>														
<b>Duration of the Work</b> <p>The total duration of the terminal evaluation will be 27 days. The duration is flexible recognizing there will be possible delay due to COVID-19. The tentative duration is according to the following plan:</p> <table border="1"> <thead> <tr> <th>Activity</th><th>Timing</th><th>Completion Date</th></tr> </thead> <tbody> <tr> <td>Inception Report</td><td>5 days</td><td>19 March 2021</td></tr> <tr> <td>Evaluation Mission &amp; Draft Report</td><td>12 days</td><td>9 April 2021</td></tr> <tr> <td>Final Report</td><td>10 days</td><td>30 April 2021</td></tr> </tbody> </table>			Activity	Timing	Completion Date	Inception Report	5 days	19 March 2021	Evaluation Mission & Draft Report	12 days	9 April 2021	Final Report	10 days	30 April 2021
Activity	Timing	Completion Date												
Inception Report	5 days	19 March 2021												
Evaluation Mission & Draft Report	12 days	9 April 2021												
Final Report	10 days	30 April 2021												
<b>Duty Station</b> <p>Terminal Evaluation Consultant will be home-based. Consultant might need to come to Jakarta, Indonesia, to conduct evaluation arrangement meeting with Project Management Unit (PMU) and UNDP CO.</p>														

IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS		
<p><u>The PID-HSTC Project is seeking an Individual Evaluator that meets the following requirements:</u></p> <p><u>Academic Qualifications:</u></p> <p>Master's degree in Development Studies, Public Policy, or other relevant Social Sciences.</p> <p><u>Years of experience:</u></p> <ol style="list-style-type: none"> <li>1. Minimum 8 years of relevant experience in the areas of International Development Cooperation, South-South and Triangular Cooperation, and International Affairs.</li> <li>2. Recent experience with result-based management evaluation methodologies</li> <li>3. Experience working with development projects funded by foreign embassies/donors, for at least 5 years</li> <li>4. Experience in working in Asia Pacific countries for at least 3 years</li> </ol>		

(Revised dates)

### III. Competencies and special skills requirements:

1. Work in relevant technical areas including experience on project monitoring and evaluation
2. Demonstrated understanding on issues related international development cooperation, south-south and triangular cooperation and peace; sound knowledge of gender in the Development sector, including experience in gender sensitive evaluation and analysis
3. Excellent communication skills
4. Demonstrable analytical skills
5. Project evaluation/review experiences within the United Nations system will be considered an asset
6. Fluency in English with excellent written communication skills, and strong experience writing reports.
7. Fluency in Bahasa Indonesia would be an advantage.

## V. TERMINAL EVALUATION METHOD AND CRITERIA

Individual consultants will be evaluated based on the following methodologies:

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

*b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

\* Technical Criteria weight: [70%]

- Financial Criteria weight: [30%]

Only candidates obtaining a minimum of 70 point would be considered for the Financial Evaluation

Criteria	Weight	Maximum Point
<u>Technical</u>		
<ul style="list-style-type: none"> <li>Criteria A: qualification requirements as per TOR:               <ol style="list-style-type: none"> <li>Master's degree in Development Studies, Public Policy, or other relevant Social Sciences</li> <li>Minimum 8 years of relevant experience in the areas of International Development Cooperation, South-South and Triangular Cooperation, and International Affairs</li> <li>Recent experience with result-based management evaluation methodologies</li> <li>Experience working with development projects funded by foreign embassies/donors, for at least 5 years</li> <li>Experience in working in Asia Pacific Countries for at least 3 years</li> </ol> </li> </ul>	70%	20 20 20 20 20

<ul style="list-style-type: none"> <li>▪ <i>Criteria B: Brief Description of Approach to Assignment</i> <ul style="list-style-type: none"> <li>○ <i>Detailed understanding of Indonesia's international development cooperation policies and strategy</i></li> <li>○ <i>Detailed understanding of South-South and Triangular Cooperation issues.</i></li> </ul> </li> </ul>	30%	15  15	
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**ANNEX 7**  
**PIID-SSTC RESULTS AND RESOURCE FRAMEWORK**  
(Derived from Programme Document Version 3, signed on 11 December 2020)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARI METS (By frequency of data collection)				DATA COLLECTION METHODOLOGIES
			Year 1	Year 2	2018	2019	2020	2021	
Output 1: Enhance the institutional capacity in Qandahari, Kandahar, and Herat provinces to develop and implement the National Counterterrorism Strategy	1.1. Institutional capacity enhanced in Qandahari, Kandahar, and Herat provinces	MoA	Single agency in each province of	Single agency in each province of	Provincial Government agencies in each province	Single agency in each province of	Single agency in each province of	Single agency in each province of	MoA (via coordination with MoA through UNO and MoA)
	1.2. Enhanced policy and regulatory framework for further increasing the quality of institutional SSTC	MoA	Single agency in each province of	Single agency in each province of	Provincial Government agencies in each province	Single agency in each province of	Single agency in each province of	Single agency in each province of	MoA (via coordination with MoA through UNO and MoA)

[illegible]









**ANNEX 8**  
**PLEDGE OF ETHICAL CONDUCT IN EVALUATION**

**PLEDGE OF ETHICAL CONDUCT IN EVALUATION**

I, undersigned, Dicky Sofjan, Ph.D., solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions to me as a Terminal Evaluator for the PIID-SSTC to discharge these functions and regulate my conduct with the interests of the UNDP only in view. As such, I am bound by the principles of independence and impartiality, honesty and professionalism, obey the law and avoid any conflicts of interest. I will also not accept any gifts, awards or payments whatsoever from any of the parties involved in the evaluation process.

25 March 2022

A handwritten signature in black ink, appearing to read 'Dicky Sofjan', with a stylized flourish at the end.

Dicky Sofjan, Ph.D.  
Terminal Evaluator for PIID-SSTC

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