

I. Outline of the Project	
Country: Indonesia	Project Title: Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)
Issue/Sector: (South-South and Triangular Cooperation)	Cooperation Scheme: Technical Cooperation
Division in Charge:	JICA Indonesia office
Period of Cooperation	15 August 2013 to 14 August 2016
	Partner Country's Implementing Organization: National Coordination Team for South-South and Triangular Cooperation (NCT-SSTC), Chaired by the National Development Planning Agency (BAPPENAS)
	Supporting Organization in Japan: -
<p>1-1. Background of the Project</p> <p>The Government of Indonesia (GOI) has assisted other developing countries to realize the commitment of the Asia Africa Conference in 1955. Under the auspices of CCITC (Coordination Committee for International Technical Cooperation), since 1981 GOI started to engage triangular cooperation in providing technical cooperation among developing countries. GOI acquired various opportunities and initiatives to promote South-South and Triangular Cooperation (SSTC) along with Indonesian position as middle income country as well as when joining G20 member country. In 2009, the Jakarta Commitment, which is an agreement document of aid coordination, set out SSTC as one of important pillars. In 2010, SSTC became part of National Mid-Term Development Plan (RPJMN), and Grand Design and Blue Print of SSTC were drafted in 2011. The draft Grand Design divides its fifteen-year term (2011-2025) into three periods: Period I (2011-2014), Period II (2015-2019), and Period III (2020-2025). The draft Blue Print covers Period I, which was connoted as "Stronger coordination within revitalized institutional framework", aims to solidify coordination among government institutions for SSTC through NCT. Period II: "New emerging partner in innovative SSTC for development" aims to expand Indonesia's SSTC in the world, as an initiator of new SSTC practices. Period III "Stronger Partnership within Innovative and Inclusive SSTC" further strengthen coordination and expand SSTC practices in the world.</p> <p>In terms of domestic coordination, Technical Cooperation Directorate was re-established in Ministry of Foreign Affairs (MOFA) in 2006. In 2010, the National Coordination Team of SSTC (NCT) was established by a ministerial decree of Ministry of National Development Planning / National Development Planning Agency (BAPPENAS), with four core ministries: BAPPENAS, MOFA, Ministry of State Secretariat (SETNEG), and Ministry of Finance (MOF). In November 2012, Directorate for International Development Cooperation (KPI) was established in BAPPENAS, and appointed as the Chairman of Technical Team of NCT Along with the intention to expand the activities of SSTC, GOI sets to strengthen the national coordination function.</p>	

Under such circumstance, GOI's initiative on promoting SSTC has been supported by JICA in terms of: 1) Mainstreaming SSTC to national policy, 2) Enhancing human resources for international development cooperation, 3) Improving quality of SSTC, with a series of studies, surveys, and trainings. A technical cooperation project - Project on Knowledge Management for South-South Cooperation (KM-SSC) - was implemented with NCT as the partner institution from March 2012 to May 2013.. CADEP, which aims at strengthening the function of NCT for the period of three years, was officially requested by GOI to the Government of Japan in 2011, and finally approved as JICA-GOI technical cooperation project.

1-2. Project Overview

(1) Overall Goal

1. Indonesian SSTC with improved quality will continue to expand and will lead to higher recognition for the GOI by the international community.
2. A single agency responsible for SSTC will be ensured to be established in GOI by 2025.

(2) Project Purpose

The base for continuously expanding effective and efficient SSTC by GOI is built in NCT.

(3) Outputs

1. Capacities of NCT as a coordinating institution of Indonesian SSTC are enhanced.
2. Information of the current performance of Indonesian SSTC and NCT's role and function are made available to the stakeholders.
3. Lessons learnt are extracted throughout the processes of the pilot project(s) being implemented in accordance with “project cycle management”.

(4) Inputs

NCT

According to the agreement in the R/D, counterparts including the Project Director have been assigned.¹ Director of International Development Cooperation (KPI) in BAPPENAS, as Chair of Technical Committee of NCT, is the Project Director to bear overall responsibility for the administration and implementation of the Project. As an input, BAPPENAS has provided the office space at the Wisma Bakrie 2 for the JICA Project Team.

Structure of NCT

¹ Appendix 8: Counterpart List

NCT	Role	Designated
Technical Committee	Chair	Director of International Development Cooperation (KPI), BAPPENAS
WG1 (Capturing Demands)	Chair	Director, Technical Cooperation (KST), MOFA
	Vice-chair	Director, Politics and Communication (PolKom), BAPPENAS
WG2 (Program & Funding)	Chair	Director, Multilateral Foreign Funding, BAPPENAS
	Vice-chair	Director, Center for Regional and Bilateral Policy, MOF
WG3 (M&E, Publication & KM)	Chair	Head, Bureau of Foreign Technical Cooperation (KTLN), SETNEG
	Vice-chair	Director, Socio-Culture and International Organization of Developing Countries, MOFA

JICA

Major inputs from JICA has been the dedicated JICA Project Team consisting of 2 long-term experts and project local staff. The Project started on 15 August 2013 when the project local staff (National Coordinator and Project Assistant) begun their duties.

JICA Project Team

	Name	Position	Duration
1	Ms. Michiko UMEZAKI	Chief Advisor/SSTC Policy	2013/10/8~2016/8/14
2	Mr. Jiro KAMIGATAKUCHI	Project Coordinator/SSTC Project Operation	2014/1/23~2016/8/14
3	Mr. Ubaidillah	National Coordinator	2013/8/15~2016/8/12
4	Ms. Natali Purnami	Administrative Assistant	2013/8/19~2016/8/12
5	Ms. Rerie Arima Marda	Project Assistant	2013/8/15~2013/12/16
6	Ms. Dian Maya Safitri	Project Assistant	2014/4/21~2014/10/15
7	Ms. Tati Windradi	Project Assistant	2015/4/13~2016/8/12

Other inputs include contracts with local consultants to deliver some tangible outputs.

List of Consultants

	Name	Duration
1	CSIS on the Policy Study	2013/10/16~2014/3/28
2	Arkadia Solution on the 2 IT Studies	(IT 1) 2014/6/6~2014/12/24 (IT 2 Part1) 2015/11/11~2016/3/29 (IT 2 Part2) 2016/4/27~2016/8/26
3	Individual consultant on the Annual Report 2014	2015/3/25~2015/9/25
4	Asia PR on the Annual Report 2015	2016/4/12~2016/8/12
5	Asia PR on the Communication Strategy studies	2016/2/29~2016/8/1

II. Evaluation Team

Members of Evaluation Team

<u>NCT Team</u>		
	Name	Organization (Position)
1	Ms. Rika Kiswardani	Team Leader/KTLN Setneg/WG 3
2	Mr. Mukhammad Fahrurozi	KTLN Setneg/WG 3
3	Mr. Amri Kusumawardana	KTLN Setneg/WG 3
4	Mr. Ivan Novianto	KTLN Setneg/WG 3
5	Mr. Priyanto Rohmatullah	KPI Bappenas
6	Mr. Jati Pramono	KPI Bappenas
7	Mr. Buchari Bakar	Sosbud OINB Kemlu/WG 3
8	Ms. Maria Kusumanegari	Sosbud OINB Kemlu/WG 3
9	Mr. Otho Hernowo Hadi	PolKom Bappenas/WG 1
10	Ms. Dyah Widiastuti	PolKom Bappenas/WG 1
11	Mr. Victor Hardjono	KST Kemlu/WG 1
12	Ms. Ary Adiati	KST Kemlu/WG 1
13	Ms. Agustin Arry Yanna	Multilateral Bappenas/WG 2
14	Mr. Danifansen Simanjuntak	Multilateral Bappenas/WG 2
15	Mr. Kristiyanto	PKRB Kemenkeu/WG 2
16	Ms. Devi Bangun	PKRB Kemenkeu/WG 2
<u>JICA Team</u>		
	Name	Position (Organization)
1	Ms. Dinur Krismasari	Team Leader (Senior Representative, JICA)
2	Mr. Kikuchi Tadashi	Coordinator (Project Formulation Advisor, JICA)
3	Ms. Jesslyn Tandella	Coordinator (Programme Officer, JICA)
4	Mr. Okuda Hiroyuki	Evaluation Analyst (Consultant)
Period of Evaluation	May 18, 2016 to May 26, 2016	Type of Evaluation: Joint Terminal Evaluation
III. Result of Evaluation		
3-1. Achievements		
<p>Major achievements of the Project as of May 2016 and deliverables still to be completed are summarized in the table below.</p> <p><u>List of Achievements</u></p>		
Output	Major achievements as of May 2016	Deliverables to be completed
Output 0: Studies on SSTC	<ul style="list-style-type: none"> • Baseline Survey conducted in Aug 2013. • Policy Study completed in Mar 2014. 	<ul style="list-style-type: none"> • (End Intervention Survey being undertaken at the time of the Terminal Evaluation.)

<p>Output 1: Capacities of NCT as a coordinating institution of Indonesian SSTC are enhanced.</p>	<ul style="list-style-type: none"> • Reflection of the Policy Study on RPJMN2015-2019. • SOPs for “capturing demands and supplies”, and “project reporting” examined. Concrete procedures are finalized and some formats were developed in the IT studies by Mar 2016. • 8 internal workshops/seminars conducted (See the Table below.) 	<ul style="list-style-type: none"> • 2nd half of the IT Study Phase II on software development expected to be completed in Aug 2016. • 2 internal seminars (TOT of MOEV, Conditions for sending experts), and 2 internal workshops (Communication Strategy, IT application) to be organized. • Outline of the Module of TOT on MOEV outline.
<p>Output 2: Information of the current performance of Indonesian SSTC and NCT's role and function are made available to the stakeholders.</p>	<p>The very first Annual Report 2014 published in Dec 2015. Reporting procedure was examined in the process of IT study.</p>	<ul style="list-style-type: none"> • Communication Strategy studies (including logo and tagline of SSTC) expected to be completed in Aug 2016. • Annual Report 2015 planned to be completed in Aug 2016. • A short video and booklet planned to be produced in the communication strategy studies. • Socialization activities (annual report, communication strategy) and Final Symposium.
<p>Output 3: Lessons learnt are extracted throughout the processes of the pilot project(s) being implemented in accordance with “project cycle management”</p>	<ul style="list-style-type: none"> • A triangular cooperation project on capacity development of Timor-Leste’s road maintenance is underway. PDCA cycle has been applied to the project. 	<ul style="list-style-type: none"> • A report with some recommendations on the pilot project can be considered.

The extent of achievements is principally assessed based on the PDM indicators set at Output and Project Purpose level. Among the 8 indicators set at the output level, the Project has already achieved 2 indicators (1-1 and 1-2). The Project also expects to achieve 3 more indicators (1-5, 2-1, and 2-2) as activities relating to these indicators are planned to be completed by August 2016. On the other hand, 3 indicators (1-3, 1-4, and 3-1) are likely to be only partially achieved by the end of the Project. Some activities have made little progress (e.g., formulation of criteria of flagship programs, modification of the evaluation guideline and TOT), and this is mainly due to the difficulty of arranging meetings to discuss, clarify, and agree on the intended deliverables in a timely manner for various reasons as described later.

Indicators for Outputs

Output	Indicator	Current Status	Assessment
--------	-----------	----------------	------------

Output 1	1-1.	More than 8 seminars/workshops have been provided to the NCT members	Total 8 seminars/workshops have already been conducted by the Project. Other 4 seminars/workshops are planned.	Already achieved.
	1-2	More than 80 members have attended the seminars/workshops.	More than 200 members in total have participated in the 8 workshops above.	Already achieved.
	1-3	Project appraisal criteria and an appraisal manual are completed.	Elements of project appraisal were reviewed and included in the IT studies. An appraisal manual is not planned to be produced.	Expected to be partially Achieved.*1)
	1-4	An operational manual of the evaluation guidelines is completed.	Module of TOT on MOEV is to be developed through the planned seminar, based on which a draft operational manual can be produced.	Expected to be partially Achieved.*1)
	1-5	Basic design of IT system supporting SSTC related business are prepared and a few modules as trials and their operational manual are developed.	Two IT study reports have already been developed. The 2 nd half of the Phase II of the IT study on software development is underway.	Expected to be achieved.*2)
Output 2	2-1	A strategy of SSTC public relations is formulated.	Communication Strategy studies are underway.	Expected to be achieved.*2)
	2-2	More than 4 PR materials including annual reports are produced.	In addition to the Annual Report 2014 already published, Annual report 2015, a short video and booklet are expected to be produced.	Expected to be achieved.*2)
Output 3	3-1	The reports of more than 2 pilot SSTC projects are compiled containing their implementation processes and lessons learned.	Only one project has been conducted as a pilot project. Criteria to select a pilot project is yet to be materialized.	Expected to be partially Achieved.*1)
*1) Some expected achievements are available in Project Completion Report.				
*2) All expected achievements are available in Project Completion Report.				

List of Seminars/Workshop

Title	Time	Place	Participants	Chair
Information and Knowledge Sharing Seminar	19 Dec 2013	Wisma Bakrie	25	Director of KPI
PDCA Cycle and Project Cycle Management	3 Dec 2014	Wisma Bakrie	23	Director of KPI
Seminar How to Appraise Demand Proposals	16 Feb 2016	Wisma Bakrie	35	Director of KST
Seminar on Partnership with Private Sector for SSTC.	16 Mar 2016	Wisma Bakrie	30	Director of Multilateral
Others				
Preparation Seminar for the Review Survey of the TCTP on Participatory Community Development for Afghanistan	9 Jan 2014	Wisma Bakrie	16	Director of KPI
Workshop for Review of the TCTP on Participatory Community Development for Afghanistan	23 Jan 2014	Akmani Hotel	22	Director of KST
Seminar on the Result of Policy Study by CSIS	10 Apr 2014	Fave Hotel	38	Director of KPI
Seminar on Flagship Programs	3 Jul 2014	BAPPEN AS	25	Director of KPI

3-2. Prospect of Achieving the Project Purpose

The Project Purpose is “The base for continuously expanding effective and efficient SSTC by GOI is built in NCT.” Through the Project, some basis for NCT’s capacity development is to be produced. There are two Project Purpose indicators which were established at the 1st JCC meeting in September 2013 in reference to the Baseline Survey, and they remain unchanged while the PDM was revised at the 2nd JCC meeting in October 2015. Whether these two indicators being achieved or not is still unknown at present as the End Intervention Survey to collect data against the Baseline Survey is still ongoing at the time of terminal evaluation. For the survey, total 179 questionnaires were sent out to NCT, line ministries, and other stakeholders. As of 26 May 2016, only 68 out of the 179 have been collected.

Indicators for Project Purpose

Indicator	Current Status	Assessment
1 The ratio of recognition of NCT increases by 5%	End Intervention Survey is being undertaken.	Data is not available yet.
2 Out of the problems identified at the beginning of the Project, 55% is assessed as improved by stakeholders.	End Intervention Survey is being undertaken.	Data is not available yet.

Apart from achieving the above two indicators, it is still appropriate to conclude that the Project is likely to achieve its Purpose by having produced planned deliverables (i.e., Policy Study, IT studies, SSTC Annual Reports, Communication Strategy studies, PR materials, and the Module of TOT on MOEV). These deliverables are, as the Project Purpose states, expected to become a basis on which NCT can develop its organizational capacities in related areas (e.g., institutional strengthening, management of information, public relations, and MOEV system). For capacities to be developed in NCT, in particular at organizational level, these deliverables are yet to be utilized. In the process of the Communication Strategy studies, logo and tagline of SSTC are also expected to be adopted. On the other hand, NCT members indicate that workshop/seminars conducted in the Project were useful. Likewise, by participating in missions to Timor-Leste, NCT members have gained experience on project formulation and monitoring for the SSTC project to meet the needs from the beneficiary-country. Increase in knowledge and experience of NCT members is a capacity development at individual level brought by the Project.

3-3. Summary of Evaluation Result

(1) Relevance

The relevance of the Project remains high.

- The relevance of the Project to Indonesia's SSTC policy remains high, with the Project Purpose and Overall Goal of the Project being aligned with the National Medium-term Development Plan (RPJMN 2015-2019). The RPJMN, announced in December 2014 by the new government, puts emphasis on enhancing the country's political sovereignty and independence in economy and culture through the implementation of *Nawacita*, or the Nine Priority Programs. Issues related to SSTC have been specifically referred to in the RPJMN. It is mentioned that Indonesia as a middle income country is expected to contribute to other countries through the framework of SSTC, and that Indonesian SSTC will be enhanced through strategies: a) policy interventions for SSTC development, b) capacity development of institutions which handle SSTC, c) development and consolidation of SSTC stakeholders, d) promotion of SSTC at national/international level, and e) development of incentive model for line ministries, private sectors and civil society. Moreover, strengthening NCT-SSTC is particularly mentioned as follows: "the purpose of institutional strengthening is to improve coordination towards one gate policy implementation of Indonesia SSTC. This is an important step towards the development of an institution that specifically implement the SSTC (single agency) in the future."
- The Project is aligned with the cooperation policy of Japan towards Indonesia. The Development Cooperation Charter decided by the Japanese Cabinet in February 2015 states that Japan will continue to promote triangular cooperation as it is important to take advantage of expertise, human resources and their networks, and other assets that have been

accumulated in the recipient countries during the many years of Japan's development cooperation. Cooperation with respective country is to be specified with Japan's County Assistance Policy. The one on Indonesia dated April 2012 maintains, under one of its three priority areas, that assistance on capacity development is provided for Indonesia to grow as a provider county. Accordingly, the Project is included in a related program under the Rolling Plan dated April 2015 which is attached to the County Assistance Policy on Indonesia.

- The commitment of GOI to SSTC was also well presented in its hosting of the Asian African Summit in 2015 for Strengthening South-South Cooperation to Promote World Peace and Prosperity. Furthermore, on that occasion, the President of Indonesia and the Prime Minister of Japan announced a joint press release in which the two leaders recognized the solid partnership between Indonesia and Japan, and agreed to extend joint technical assistance to developing countries for their social and economic development, especially to African and Asian countries, by effectively combining Japanese and Indonesian human, technological and financial resources. As such, the Project is understood to be consistent with one of the important agendas of the two countries' partnership.

(2) Effectiveness

The effectiveness of the Project is medium.

- The Project is expected to reasonably attain the revised Project Purpose - providing some basis for capacity development in NCT - by producing most of planned deliverables by August 2016, but these deliverables are yet to be utilized for the capacity development to take place at organizational level. In addition, not all the intended deliverables of the revised PDM are to be produced as already described in the previous section. As such, achievements of producing deliverables are significant, yet the Project has not fully produced intended effects as initially planned.
- It is indicated that, through working with the processes of project implementation, NCT members have gained relevant knowledge and experience by attending workshops/seminars, participating in missions to Timor-Leste, and by providing information through SSTC Annual Report production. This is notable as capacity development at individual level of NCT members. Furthermore, through the preparation of the very first SSTC Annual Report, line ministries have recognized the necessity to provide information to NCT. Such recognition of working relationship between line ministries and NCT can be noted as a case of capacity development at institutional level.
- The revision of the PDM in October 2015, even though it was late with only 10 months left, is appropriate because the Project was scoped out and adjusted by those who were actually implementing the Project so that the Overall Goal, Project Purpose, Outputs and Activities

all could become more realistic and achievable, thereby the Project itself being more relevant. The initial PDM in the signed R/D covered almost all activities of the draft Blue Print Period I (2011-2014) - legalization, coordination and institutional framework, financing, program development, knowledge management and information system, promotion and publication, monitoring and evaluation - and aimed at designing and starting the Period II process (2015-2019). For this size of project with limited inputs and time, the initial PDM was too ambitious. This was concurred by some NCT member during the terminal evaluation.

(3) Efficiency

The efficiency of the Project is relatively low.

- The efficiency of the Project is relatively low, in fact that some activities have been carried out, while others are under the process of finalization, however there are some activities could not be able to be implemented due to some constraints the Project has encountered in its implementation. Major inputs to the Project are: from JICA side, the dedicated (full-time) JICA Project Team and the recruitment of consultants; and from NCT side, the assignment of counterpart and provision of office facilities to the JICA Project Team. Interaction and communication between the JICA Project Team and members of NCT still have been a challenge. JCC meeting has been held 2 times (12th Sep 2013, and 16 Oct 2015). In between the two JCC meetings, a joint monitoring meeting was held in November 2014 between NCT and the JICA Project Team.
- Constraints, or hindering factors, to project implementation are summarized as below. This was shared at the joint monitoring meeting in November 2014.

Constraints of the Project

Area	Constraints
Planning	1) PDM and PO are not understood in the same way. Meaning of some items are not clear enough. 2) Prioritization of the activities are not adequate or appropriate. Challenges for achieving the Project Purpose are not actually illustrated.
Process	1) Information sharing is not enough among NCT and between the JICA Project Team. 2) Structure and devices (including division of labors, protocols, rules, regulations) to enable efficient and smooth project management have not been well equipped.

- Constraints in the planning was largely addressed by the revision of PDM at the 2nd JCC meeting in October 2015, one year after the joint monitoring meeting, thus adjusting and clarifying the Overall Goal, Project Purpose, Outputs and Activities so that the Project could

become more realistic and relevant. For some deliverables, the issue of clarification and common understanding still remain, which has caused some activities to have little progress (e.g., formulation of criteria of flagship programs, modification of the evaluation guideline and TOT). This is principally due to the constraints in the process as summarized in the table. Arranging meetings/discussions between NCT members and the JICA Project Team to clarify and agree on the intended deliverables in a timely manner is sometimes difficult. NCT is not a full-time engagement for the member ministries according to its institutional set-up, and NCT members have many other competing duties and time. It is indicated by some NCT members that filling the function of “counterpart” as expected by JICA is difficult under the structural arrangement of NCT. As also described in the section of Effectiveness above, the Project has not fully produced intended effects as initially planned, neither, due to such constraints.

(4) Impact

The impact of the Project is high.

- A key positive impact is the progress towards achieving the Overall Goal – 1) Indonesian SSTC with improved quality will continue to expand and will lead to higher recognition for the GOI by the international community.; and 2) A single agency responsible for SSTC will be ensured to be established in GOI by 2025. Common understanding of NCT members is that the Steering Committee of NCT has set a target that a single agency could be established within 2016. Accordingly, positive outlook is expressed by NCT members that the two Overall Goal, in particular the establishment of a single agency, are most likely to be achieved in near future, much earlier than 2025. When established, the single agency will come to higher recognition for the GOI by the international community. Transfer of function from NCT to the single agency can be assumed, thereby the capacity development of NCT promoted by the Project would also lead to continued improvement and expansion of Indonesian SSTC.
- One significant impact of the Project is that some assessments/recommendations from the Policy Paper were adopted by NCT and reflected into the RPJMN2015-2019. Those assessments/recommendations include: absence of a strategic approach to planning and implementation of SSTC, lack of coordination mechanism among line ministries and decision-making process in each Working Group, the issue of NCT-SSTC capacity, the issue of funding, and lack of domestic support for SSTC. It is confirmed by BAPPENAS that, among others, they referred to the Policy Study in drafting SSTC parts of the RPJMN2015-2019.

(5) Sustainability

The prospect of sustainability is relatively high.

- During the terminal evaluation, a common understanding has been expressed by NCT member that the GOI has set the target for a single agency to be established within 2016. With such a high level commitment of GOI, sustainability of benefits/positive effects produced by the Project is assessed as relatively high. At present, the establishment of NCT is based on a ministerial decree of BAPPENAS which is issued every year. The legal basis of the single agency is assumed to be a legislation at higher level, possibly a presidential decree and presidential regulation. Whether or not such high-level commitment will be realized in near future is still uncertain, but a very positive outlook in general is common among NCT members. Including the establishment of the single agency, the GOI's policy for SSTC is expected to be strengthened in the years to come as clearly mentioned in RPJMN 2015-2019.
- Prospect of sustainability from organizational/human resource viewpoint as well as technical viewpoint are also positive. In relation to the establishment of a single agency in near future, one assumption is that the function and resources of NCT would be transferred to the single agency. Developed capacities of NCT at individual and organizational level promoted by the Project (knowledge and experience, deliverables on procedure and strategy) would continue to be utilized in NCT, or in the single agency when they are transferred. Lastly, as for the financial viewpoint, it is expected that GOI will increase the budget for SSTC activities based on the direction mentioned in the RPJMN 2015-2019.

3-3. Conclusion

Conclusion of the Review by the Five Criteria:

The relevance of the Project remains high, aligned with the GOI's overall development strategy, RPJMN 2015-2019, as well as GOI's commitment on SSTC as expressed at the Asian African Summit in 2015. The effectiveness of the Project is medium as the Project is producing most of planned deliverables of the revised PDM and reasonably attaining the Project Purpose, yet has not fully produced intended effects as initially planned. These deliverables are yet to be applied and utilized. The efficiency of the Project is assessed relatively low, in fact that some activities have been carried out, while others are under the process of finalization, however there are some activities could not be able to be implemented due to some constraints the Project has encountered during its implementation. The impact of the Project is high with a positive perspective that the capacity development of NCT promoted by the Project would smoothly transferred to a single agency which will be established in near future by the GOI. The prospect of sustainability is relatively high as the GOI's policy for SSTC is expected to be strengthened as clearly mentioned in RPJMN 2015-2019,

and the establishment of the single agency is in the process of realization.

3-4. Recommendations

- 1) The Project will make utmost efforts to complete ongoing activities including planned seminar/workshop, and produce target deliverables by August 2016. During the terminal evaluation, these deliverables were highly valued and acknowledged as useful by NCT members. These deliverables should be compiled by the Project, and made available for reference and utilization by NCT members, line ministries, and stakeholders.
- 2) NCT should consider how and by whom the produced deliverables (i.e., IT studies, communication strategy, and evaluation guideline) will be adopted and managed. In particular, the possibilities of IT studies being implemented as a system with the efforts of the Indonesian side after the Project completion need to be explored.
- 3) Outside of NCT, socialization on SSTC based on the Communication Strategy, and with the Annual Reports and PR materials, should be promoted. It can become an incentive for line ministries to transfer information on their South-South Cooperation activities for higher profile among stakeholders and in the general.
- 4) During and beyond the cooperation period, the produced deliverables should be managed by responsible agencies/sections in a prospect that these assets could be properly shared with, or duly transferred to, the single agency when it is established in the near future. The Project needs to follow the ongoing discussion and progress concerning the establishment of the single agency.
- 5) As for the pilot project of road maintenance in Timor-Leste, the process of project implementation should be recorded for knowledge sharing purposes jointly by NCT, PU, and JICA. NCT should continue to support PU for administrative matters for smooth implementation of the Project, and provide additional supports for PU to expand SSTC, if necessary.
- 6) NCT and JICA should complete the End Intervention Survey and conclude whether or not the Project Purpose indicators are achieved.
- 7) Where the movement of establishing the single agency has been accelerated recently, the needs for capacity development of Indonesian SSTC remain strong, and there is a room for further JICA contribution. Therefore, NCT and JICA should immediately discuss the modality and contents of next technical cooperation.

3-5. Lesson Learned

1) Technical Cooperation Project (TCP) requires the clear designation of implementing agency and assignment of counterparts. It has been difficult for JICA to acquire the most suitable counterpart as expected. Due to this situation, the Project is not quite compatible with the scheme of the TCP in terms of implementation arrangement. In the beginning of designing process, the modality of cooperation should be carefully selected in accordance with the set-up of the implementing organization.

2) Further in relation to the scheme of TCP, PDM with clear target and indicators, in case of this Project, has not necessarily promoted effective and timely interventions under the changing and transitional environment of Indonesian SSTC. It required lots of efforts and time for the Project to properly adjust and revise the initial PDM under such environment. In the beginning of designing process, it will be better not too ambitious in setting up the target, but be more realistic and practical. And also, when the situations change, immediate actions for revising PDM should be considered.

3) The Policy Study conducted in the earliest stage of the Project implementation was helpful for all stakeholders in understanding the situation, and as a good reference for taking necessary measures. It is highly recommended to conduct such kind of study for similar projects.