

**ANALYSIS OF EFFECTIVENESS OF KNOWLEDGE SHARING PROGRAM (KSP)  
IMPLEMENTATION IN INDONESIA**

**By**

**Yanuar Imbiyono**

**THESIS**

Submitted to

KDI School of Public Policy and Management

in partial fulfillment of the requirements

for the degree of

**MASTER OF PUBLIC POLICY**

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Committee in charge:

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Approval as of December, 2016

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## **Abstract**

Since its launch in 2004, KSP has consistently acted as a policy consultation and knowledge exchange between Korea with partner countries to seek the most favorable policy options to overcome barriers to development. Knowledge exchange between countries meets immediate, operational knowledge gaps by fostering the sharing of countries' experiences. Korea and Indonesia have been engaged in KSP since 2005, in the form of joint research among experts from both countries. Until 2015, KSP with Indonesia has provided 46 topics with useful recommendations in the social and economics fields. Based on discussions and observations until now, however, there has not been any ex-post evaluation regarding the effectiveness of KSP, therefore this research will be the first on this topic and aims assess the effectiveness of KSP implementation in Indonesia to provide useful recommendations for Korea and Indonesia to improve KSP in the coming years.

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# CHAPTER I

## INTRODUCTION

### 1.1. Introduction

Aid from one country to another is becoming more common nowadays in our global society. Usually, some of the purposes of aid are to reduce poverty and improve quality of policymaking in the recipient country. Developed countries seem increasingly eager to confront persistent poverty in many developing countries with plans to boost aid, erase the debt of poor countries, and increase trade access for goods from developing countries. This has raised new hope that the gap of living standards between rich and poor countries can be narrowed (Heller 2005). Otoo, Agapitova and Behrens (2009) claim that each year, aid donors spend more than \$20 billion on products and activities designed to enhance the capacity of developing countries to make and carry out development plans.

Since the end of Cold War, knowledge sharing for capacity development projects has increased worldwide and aligned with globalization in the early 1990s, since factors of production such as people and funds are easily moved from one country to another, radical political ideologies have subdued and knowledge has been globally recognized for its important role in development (Lim, 2015).

However, the World Bank Institute (2009) notes that many capacity development projects are not built on specific needs assessment which can result in the failure of expected goals.

More comprehensive approaches are needed to track, monitor, and evaluate capacity development. To overcome these problems, the WBI has launched the Capacity Development Results Framework (CDRF), a powerful new approach for designing, implementing, monitoring, managing, and evaluating capacity development programs.

South Korea, within just half a century, transformed itself from an disaster-stricken aid-recipient to a donor country with fast-paced and sustained economic growth. Through its economic and social development experiences, the Korean government has started an initiative to share factors that contributed to Korea's development with other emerging economies that are facing challenges in initiating and sustaining development (KDI, 2015). Through its Knowledge Sharing Program (KSP), Korea has been able to share its experience through KSP's "knowledge-intensive development and economic cooperation program designed to share Korea's development experiences with all countries that wish to share knowledge for the development of Korea, especially learning and finding implications through Korea's economic development" (KDI 2015, p. 1).

## **1.2. Purpose of the Study**

Since its launch in 2004, KSP has consistently acted as a policy consultation and knowledge exchange between Korea with partner countries to seek the most favorable policy options to overcome barriers to development (Kim and Tcha, 2012). According to Chun and Kim (2011), knowledge exchange between countries meets immediate, operational knowledge gaps by fostering the sharing of countries' experiences. Korea and Indonesia have been engaged in KSP since 2005, in the form of joint research among experts from both countries.

Until 2015, KSP with Indonesia has provided 46 topics with useful recommendations in the social and economics fields. Based on discussions and observations until now, however, there has not been any ex-post evaluation regarding the effectiveness of KSP, therefore this research will be the first on this topic and aims assess the effectiveness of KSP implementation in Indonesia to provide useful recommendations for Korea and Indonesia to improve KSP in the coming years.

### **1.3. Research Questions**

In order to reach the purpose of research, the following research questions will be asked:

1. Were the Indonesian KSP Partners satisfied with whole KSP stages?
2. How committed were the the KSP Partners to implement the recommendations?
3. Could the recommendations be implemented in Indonesia?

To answer these questions, there has been prepared several structured and specific questions in the questionnaire and interview based in the CDRF method.

### **1.4. Methodology of study**

To reach the purposes of this thesis, this research uses quantitative methods with primary and secondary data. Primary data collected through survey with structured questionnaires of the official from government and private institutions which involved in KSP. For these purposes, 94 officials were surveyed including 15 officials, mostly from the Ministry of Finance which correlated with budgeting process research and several officials that deeply correlated in KSP were interviewed.

In order to get the comprehensive insight about the research, secondary data was also used through reviewing important sources of information such as previous KSP reports, books and journals, moreover, as previous Indonesia KSP, researcher also using personal experiences to enrich some valuable insights.

### **1.5. Scope and limitations of the study**

This research deals with the effectiveness of the KSP project between Korea and Indonesia. Within the scope this study mainly examines and evaluates the project through

CDRF indicators by The World Bank Institute. The main limitations of the study were due to time constraints. Since several important Indonesian public officials involved in KSP could not be interviewed because of time shortages, the interview was done in 15 days starting from 16th until 31st December 2015 which are the busiest days for the government towards end of fiscal year.

The limitation of primary data in this survey is that the survey was conducted only on the most involved Indonesia public officials in the KSP, taking opinions from the all participants of KSP was not possible to take.

## **CHAPTER II**

### **LITERATURE REVIEW**

In the following section, I will review the functions of knowledge exchange in development, Knowledge Sharing Program, and implementation of KSP in Indonesia. The methods to assess the effectiveness of KSP implementation in Indonesia in this research are CDRF used by The World Bank Institute and research about KSP effectiveness. This will provide backdrop to why this research will be conducted.

#### **2.1. The function of Knowledge Exchange in Development**

KDI and the World Bank Institute (2011) have stated the Knowledge Exchange as the sharing of information and experiences for tailored learning, while its function is to build agreements and associations, reduce the knowledge gaps to improve and promote the development. In other words, knowledge exchange directly fulfills knowledge gaps by promoting the sharing of countries' experiences.

It is generally accepted that knowledge is one of the most important factor in the development of a country. The World Bank in 2011 explained that mastery of knowledge is more valuable than fiscal loans and the customized learning improve the capacity of practitioners of a country has become a significant agenda. Whereas at the local level, the increase of productivity for local practitioners has become the requirement of sustainable development.

After practicing ineffective knowledge sharing methods for a long time, it became apparent that to ensure the effectiveness, knowledge exchange programs should be customized within the local context and implemented in a systematic way to meet the real partner countries' needs while avoiding a one-size-fits-all approach.

Knowledge Sharing Program (KSP) by Korea Development Institute (KDI) is used in media to share the knowledge and experiences of Korea's socioeconomic experience with partner countries based on their needs. However, to assess the effectiveness of this program in Indonesia as one of the KSP partner countries, this research uses the Capacity Development and Results Framework (CDRF) as the conceptual methodology since this framework contains indicators that analyze comprehensive outcomes.

## **2.2. Knowledge Sharing Program (KSP)**

Since launched in 2004 by Ministry of Strategy and Finance (MOSF) Korea, KSP has consistently acted as a policy consultation and knowledge exchange between Korea and partner countries to seek the most favorable policy options to overcome barriers in development (Kim and Tcha 2012). KSP's purpose is to share Korea's development experiences in the social-economic development with all the partner countries. Partner countries in KSP are all countries that want to share knowledge for development with Korea. Through KSP, the Korean government and partner countries engage in joint researches on specific topics based on Korea's development experiences to formulate policy recommendations.

Korea Development Institute (2015) has described three forms of KSP as follows:

### **a. Policy Consultation**

KSP delivers policy consultation based on the needs of partner countries. The Korean government appoints qualified KSP consultants and engages with policy makers and practitioners of partner countries to formulate policy recommendations through several steps of research and visits. KSP Policy Consultation is directed by KDI.

b. Joint Consulting

Under the joint consulting form, partner countries propose specific topics needed to get assistance from the Korean government. Based on the proposal, the Korean government appoints International Organizations (IO) together with partner countries to formulate policy recommendations based on Korea's development experiences and IO's expertise. Joint Consulting has been coordinated by the Korea EXIM Bank under the supervision of MOSF since 2011.

c. Modularization

For an effective knowledge sharing and to provide partner countries with a comprehensive set of knowledge of analytical document of Korea's development experiences, the Korean government prepared a modularization. This document includes social economic, administration, ICT, agricultural, health, industrial development, human resources, land development and environment. The modularization functions as preliminary materials for designing and implementing policy consultations. KDI School is in charge of the preparation of this document.

KDI (2015) also explained several steps of KSP implementation as follows:

1. Pilot study on selection of several provisional research topics based on the country's demand identification.
2. KSP counterparts give presentation to generate an in-depth understanding of the identified KSP topics and visit associated organizations to seek ownership and inspiration of KSP.
3. Interim Reporting by KSP counterparts to collect feedbacks on the suggested policy recommendations. KSP counterparts visit Korea's organizations relevant to research topics in order to enhance practical knowledge and skills.

4. Additional Pilot Study by Korea's delegation to visit and exchange ideas with KSP counterparts while conducting additional field studies.

The Senior Policy Dialogue and Final Reporting Workshop enhance the KSP counterparts' understanding and adoption of the recommended policy. KSP counterparts are provided with the first draft of the final report for review and discussion at the Final Reporting. Survey and interviews are conducted for monitoring and evaluation.

### **2.3. KSP with Indonesia**

Indonesia has been part of KSP for almost for eleven years since 2005 until 2015, and KSP has produced 46 social-economics topics spread across ministries, government agencies, central bank and private institutions. Every topic contained several detailed recommendations for the development of Indonesia, which resulted from thorough research and communications between Korean and Indonesian experts in a period of less than one year. Based on the interviews and questionnaires on this research with some of KSP partners in Indonesia, some recommendations were implemented well, however some other recommendations could not be implemented because of certain factors such as the recommendation to establish a special unit of Public Private Partnership (PPP) in Indonesia as one recommendation of KSP 2011. Following the PPP scheme recommendation, Indonesia has implemented this in several government institutions with different main functions. The KSP recommend that these units need to merge because many have overlapping function. Another example is the recommendation to merge between Debt Management Office (DMO) and Cash Management Office (CMO) under Ministry of Finance is very difficult to implement. Although in the past these two units were one, today, each institution has grown to align with their own specific function to contribute towards Indonesia's development.

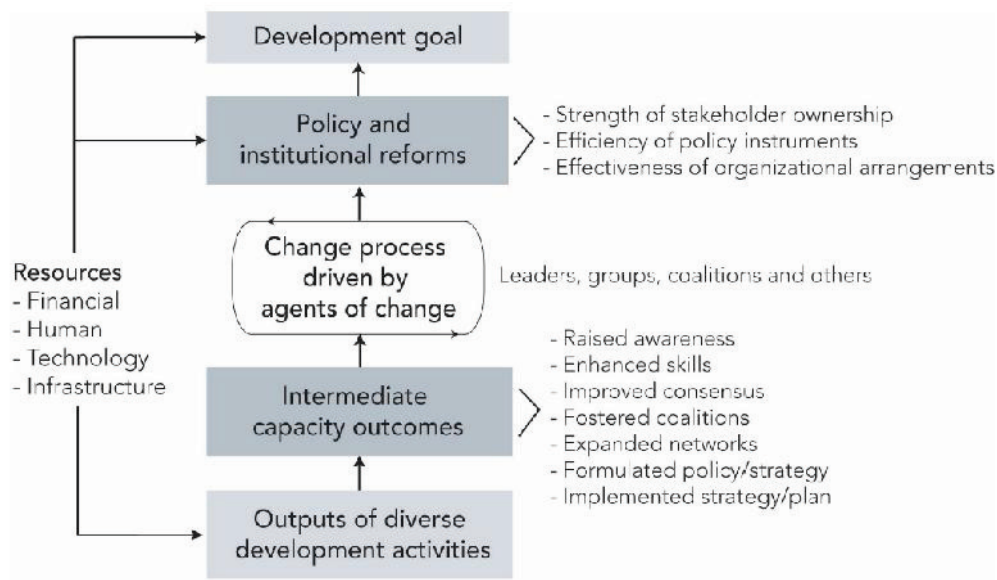


## 2.4. Capacity Development Results Framework (CDRF)

To assess the effectiveness of KSP implementation in Indonesia, this research uses CDRF. CDRF is an influential approach to designing, implementing, monitoring, and evaluating developmental programs. CDRF can also rule as a guide to the planning, implementation, and evaluation of capacity for development programs (World Bank Institute, 2009).

CDRF offers a comprehensive analysis and connects systematic learning loops of intermediate capacity outcomes, institutional change processes, policy and institutional reform until the ultimate development goals as shown in the picture as follows:

Picture 1. CDRF Process



Source: World Bank Institute 2010

There are several applications of a developmental program to be assessed by CDRF as follows:

1. Identification and needs assessment including the step of validating the development goal, assessing capacity factors relevant to the development goal, and decision of changes in capacity factors can be facilitated by learning.

2. Program design specifies objectives of the capacity development program in the form of capacity indicators, targets change-identifying agents, and sets intended learning outcomes.
3. Implementation and monitoring contains monitored learning outcomes targeting capacity indicators and the progress toward the development goal and adjust the program as necessary.
4. Completion and assessment include assessing learning outcomes, changes in capacity indicators and specify follow-up actions.

The World Bank Institute (2009) explained indicators and measures for learning outcomes in CDRF are as follows:

Table 1. Indicators and Measures of CDRF

#	Learning outcomes	Generic results indicator	Specific results indicator	Measures of indicators	Evidence
1.	<b>Raised awareness</b>	Participants' motivation increased	Private sector representatives are motivated to participate more actively in the dialogue with the government	Number of participant private sector representatives who report increased motivation	Feedback from participants, website forum
2.	<b>Enhanced skills</b>	New skills/ knowledge used	Trained reform commission staff use new skills to perform their regulatory impact evaluations responsibilities	Share of trained staff who use new skills to assist Ministries with evaluations and ensure quality control	Statistics from the regulatory reform commission
3.	<b>Improved consensus/ teamwork</b>	Reach stakeholder agreement	Improved consensus among stakeholders during regulatory impact evaluation process	Share of respondent who agree with published impact evaluation	Web-based survey involved in regulatory impact evaluation

<b>4.</b>	<b>Fostered coalitions/networks</b>	Formal partnership created	Created informal knowledge-sharing networks between national and international community of regulatory practitioners	Share of respondent regulatory practitioners report receiving help/advice through the network	Responses to survey of regulatory practitioners
<b>5.</b>	<b>Formulated policy/strategy</b>	Strategy proposed to decision-makers	Regulatory Reform Strategy proposed to the Parliament	Official strategy document submitted by the regulatory reform commission to the Parliament	Information from the Parliament
<b>6.</b>	<b>Implemented strategy/plan</b>	Client implemented new strategy or plan	Implement impact evaluation action plan for public consultations with the stakeholders	Consultation process established and functioning	Information from the ministries on the number of consultations held

Source: The World Bank Institute (2009)

## **2.5. Assessment of knowledge exchange programs using CDRF**

In 2011, KDI and the World Bank Institute have conducted an assessment of the effectiveness of the knowledge sharing program implementation in several countries such as between Korea with Dominican Republic, Korea with Mongolia under KSP scheme, and the World Bank with Sub-Sahara Africa countries regarding NESAP-ICT as follows:

1. KDI engaged in KSP with the Dominican Republic in 2008. The objectives were policy research, consultation, and training programs to improve Dominican Republic's export development. This program was followed by KSP in 2009 which focused on infrastructure development for export promotion in conjunction with Korea's EDCF and on improvement in the electric power system in the Dominican Republic. The research conducted by interview and questionnaire based on CDRF method to several Dominican Republic officials that included in KSP.

2. In 2010, KDI launched the joint research with KSP and Mongolia to overcome two development challenges confronting the Mongolian government: management of fiscal expenditure and increased alternatives for infrastructure investment; and the establishment of guidelines for a new deposit protection scheme. To assess the effectiveness of this program, KDI has initiated research on government officials of Mongolia by CDRF methods through interview and questionnaire.
3. In 2008, the World Bank launched New Economy Skills for Africa Program-Information and Communication Technology (NESAP-ICT) to support countries in Sub-Saharan Africa in building skills for the knowledge economy. The initial focus was to develop benchmarked, employable skills for the IT-ITES industry. South-South knowledge exchange initiatives were integrated into the broader NESAP-ICT program to share lessons of experience among peer countries, and to use these lessons in implementing country-level interventions. The CDRF offers a blueprint for tracing the results stories to show how, or whether, participants acted as change agents to achieve needed ICOs to support longer term development of institutional capacity.

## **2.6. Conclusion**

Indonesia has been part of KSP since 2005, however until, now there has been no research conducted about the effectiveness of the implementation of this program. This research will fill this gap by assessing the effectiveness of KSP through CDRF method and referring to the researches that have been conducted before. The results of this research will provide useful recommendations for Korea and Indonesia to improve KSP in the future.

## **CHAPTER III**

### **RESEARCH METHOD**

#### **3.1. Research Design**

##### **A. Population and Sample**

###### **1. Population**

Population refers to whole group of people, events, or interests that researcher wanted for investigation (Sekaran and Bougie, 2013). In this research, the population is all KSP partners (all employees or officials from institutions that have been joined under KSP scheme) in Indonesia.

###### **2. Samples**

Samples are parts of the population that the characteristics considered as representative of the overall population (Sekaran and Bougie, 2013). This research uses a purposive sampling method where the necessary information was collected from one group of sample that has specific criteria (Sekaran and Bougie, 2013). To collect accurate information, the questionnaire and interview in this survey was distributed to the local consultants, several employees and supervisors that have deep correlation related with Indonesia KSP topics.

##### **B. Data sources**

###### **1. Primary Data**

Primary data is the data that directly obtained by the researcher from the actual situation when the event occurs with analyses purposes to resolve the problem (Sekaran and Bougie, 2013). The primary data used in this research was obtained from interviews, questionnaires, and observations.

## 2. Secondary Data

Secondary data is the data obtained through existing data or has been collected by previous researchers, published data in journals, and all available information either from published sources or not, from inside or outside organization, which is useful for researchers (Sekaran and Bougie, 2013).

The secondary data in this research includes Indonesian KSP final reports, proposals from institutions, letter of intents between KSP coordinator in Indonesia with KSP organizer in Korea and other data that correlated with Indonesia KSP obtained through a variety of books, journals, articles, government publications, and Internet.

### 3.2. Data collection technique

Data collection techniques in this research are as follows:

#### a. Interview

Through direct communication by asking research related questions to fifteen officials from institutions in Indonesia that are involved with KSP. The interview questions were structured based on the CDRF method and sample interview questions from KDI-WBI joint study (2011) with some adjustments.

#### b. Questionnaire

Through the distribution of a set of questions to respondents that consist of ninety-four KSP partners in Indonesia. The questionnaire was prepared based on the CDRF measurement indicators method and questionnaire sample from KDI-WBI joint study (2011) with some adjustments. The questionnaire used multiple choices with Likert scale of 1 to 5. The choices are as follows:

- 1 : Strongly Disagree
- 2 : Disagree
- 3 : Neither Agree nor Disagree
- 4 : Agree
- 5 : Strongly Agree

The questionnaire was used to measure the perceptions of the KSP partners regarding the effectiveness of KSP implementation in Indonesia. In submission of the questionnaire to respondents, the researcher gave an explanation of the background, purpose, and benefits of research as well as all the questionnaire items.

c. Documents review

To get additional information about KSP, KSP implementation in Indonesia and the theoretical basis in the research process to achieve comprehensive results and recommendations.

### **3.3. Analysis Method**

a. Instruments validation

As mentioned above the measurement indicators used in the questionnaire are prepared by the researcher with several experts from KDI and KDI School and refer to the questionnaire designed by KDI and World Bank Institute (2011). Thus, the measurement indicators in this study have been validated by some previous researchers. However, there are several differences between these two researches such as setting, object of study and time difference. As such, tests on test validity and reliability of the research instruments should be still conducted.

The reliability and validity test of the indicator using SPSS with the Cronbach's alpha method. Cronbach's alpha test is used to measure the consistency of all the indicators in a test and the indicators have to measure the same concept and it is connected to the inter-relatedness of the indicators. This test results in a number between 0 and 1 (Tavakol and Dennick, 2011). The correlation coefficient used as an assessment the reliability of the instrument is as follows (the value of Alpha):

- <0.600: reliability is weak
- 0.600 to 0.799: reliability is acceptable
- 0.800 to 1.000: reliability is good

b. Normality test

The normality test's purpose is to determine whether a variable has normal distribution of or not. The normal or non-normal distribution of a variable is determined by the normal distribution of the data mean and the standard deviation.

Lind, Marchal and Wathen (2012) have explained that based on the Central Limit Theorem which determines whether if all samples of a certain numbers selected from the population follow a normal distribution. The larger the sample, the greater the normal distribution improves. Lind, Marchal and Wathen (2012) also mentioned that most of the statisticians consider that 30 or more samples are large enough to fulfill the Central Limit Theorem.

Since this research has the number of sample is more than 30, the variables in this research therefore fulfil the Central Limit Theorem and considered as distributed normally, thus the normal test does not need to be conducted.



c. Hypothesis test

Hypothesis test is a procedure to determine whether the hypothesis is a reasonable statement or not based on the sample evidence and probability theory (Lind, Marchal and Wathen, 2012). The hypothesis in this research is as follows:

Ho: The implementation of Knowledge Sharing Program in Indonesia is effective

H1: The implementation of Knowledge Sharing Program in Indonesia is less effective

The hypothesis test was conducted through the SPSS and the criteria to reject or accept Ho based on p-value are as follows:

If the P-value  $< \alpha$ , then Ho is rejected

If the P-value  $\geq \alpha$ , then Ho is accepted

Where P-value= Significance, and  $\alpha = 5\%$

### 3.4. Operational Definition

As mentioned in chapter II, the questionnaire and interview questions in this research refer to several indicators of CDRF by the World Bank Institute (2009). Several indicators with the definition are as follows:

1. Raised awareness: This indicator tries to assess several improvements of the KSP partners after joined in the KSP, such as increasing understanding, confidence and motivation to participate actively in the area that related with his/her KSP topic.
2. Enhanced skills: To know whether the KSP partners get new skills/knowledge after involved in the KSP and have an ability to implement this new skills/knowledge in their office.

3. Improved consensus/teamwork: To assess whether the KSP partners have an active discussion and initiated a process to reach improvement of consensus/agreement in the field that correlated with his/her KSP topic from Korea's experiences in the social and economic development.
4. Fostered coalitions/networks: This indicator tries to assess whether the formal partnership and informal knowledge-sharing networks have created between Indonesia and Korea community based on the KSP.
5. Formulated policy/strategy: To assess if there are any influential new strategies formulated and proposed to the decision-makers in Indonesia based on the KSP recommendations.
6. Implemented strategy/plan: The implementation of the new strategies or plans based on the KSP recommendations also the plan to do the monitoring and evaluation initiated.

The classification of the questions in the questionnaire to the indicators above is based on the purpose of every question and the type of widespread scope of influence where the first indicator is giving the narrowest scope impact (individual level) and the sixth indicator is giving the highest level of scope impact (national level) as shown in the table below:

Table 2. Questions Classification into Indicators

#	Indicators	Questions Number					
1.	Raised awareness	1	2	3	4	34	
2.	Enhanced skills	9	11	16	17	18	
3.	Improved consensus/ teamwork	5	6	7	8	23	
4.	Fostered coalitions/ networks	10	12	13	14	19	20
5.	Formulated policy/ strategy	15	21	22	24	31	
6.	Implemented strategy/plan	25	26	30	32	33	

## CHAPTER IV

### DATA ANALYSIS

#### 4.1. Respondents overview

As explained in the previous chapter, this study was conducted by questionnaire and interview to the KSP partners in Indonesia to collect the data. The KSP partners as respondents in this research are consisting of:

- a. Local Consultants: The public or private officials in Indonesia that have a role as the partner of Korean expert in the joint research topic under the KSP scheme. Local consultants and Korean experts were deeply involved in the discussion and collection of data and information also site visits to formulate a comprehensive recommendation.
- b. Practitioners: The public or private officials in Indonesia that have broadly involved in the join research under the KSP scheme.

One-hundred and thirty questionnaires were distributed to KSP partners, however, only 97 questionnaires were received back and only 94 questionnaires were eligible to be tested. To understand more about the respondents in this research, the respondents were differentiated into several aspects, such as institution, position, gender and age.

The local consultants were the majority of the total respondents with a total of 67 respondents (71%) compared to the practitioners 27 persons (29%). 90% of the respondents were officials from public sector (85 persons) while the respondent from private sector were only 9 persons (10%). The respondents serving as middle officials were 73 persons (77%) while the respondents in high level official were 13 persons (14%). The respondents serving as low level official were 8 persons (9%). Regarding gender, the majority of respondents were male with the total number of 76 persons (81%) while the numbers of female

respondents were 18 persons (19%). The majority respondents were from group age 41-50 years.

The composition of the respondents are presenting in Table 2 as follows:

Table 3. Composition of Respondents

KSP Partners	Number	Institution		Position			Gender		Age			
		Public	Private	Low	Mid	High	Male	Female	≤30	31-40	41-50	>50
Local Consultants	67	58	9	2	54	11	55	12	0	13	27	27
Practitioners	27	27	0	6	19	2	21	6	1	8	14	4
Total	94	85	9	8	73	13	76	18	1	21	41	31

Source: Results of primary data processing, 2016

## 4.2. Instrument Test Results

### 1. Reliability test results

As mentioned in the previous chapter, the reliability test was used in SPSS through Cronbach's alpha method. The results indicate that the six indicators are reliable since coefficient of Cronbach's Alpha is greater than 0.60:

#### a. Raised Awareness

Table 4. Results of Reliability Test of Raised Awareness Indicator

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.621	.631	5

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	16.9468	2.976	.619	.475	.458
Q2	17.4149	3.170	.260	.307	.639
Q3	17.1383	3.540	.293	.182	.604
Q4	17.2340	2.654	.518	.366	.481
Q34	17.1809	3.612	.253	.095	.621

Source: Results of primary data processing, 2016

b. Enhanced Skills

Table 5. Results of Reliability Test of Enhanced skills Indicator

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.781	.785	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9	16.6170	4.475	.547	.468	.745
Q11	16.5000	4.274	.580	.478	.733
Q16	16.6489	4.510	.476	.300	.765
Q17	17.1702	3.240	.664	.621	.708
Q18	16.8085	4.393	.559	.526	.741

Source: Results of primary data processing, 2016

c. Improved Consensus/Teamwork

Table 6. Results of Reliability Test of Improved Consensus Indicator

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.721	.721	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5	16.2447	2.638	.621	.442	.616
Q6	15.5426	3.971	.415	.364	.699
Q7	16.0426	3.848	.484	.282	.676
Q8	16.2447	3.391	.610	.398	.623
Q23	16.6489	4.037	.326	.248	.729

Source: Results of primary data processing, 2016

d. Fostered Coalitions/Networks

Table 7. Results of Reliability Test of Fostered Coalitions/Network Indicator

<b>Reliability Statistics</b>						
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
	.650	.679	6			

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q10	18.9894	5.365	.477	.318	.577
Q12	20.3085	4.538	.349	.415	.646
Q13	19.3511	5.499	.476	.276	.581
Q14	19.8723	5.059	.417	.251	.593
Q19	18.9894	6.462	.125	.377	.683
Q20	19.2979	5.373	.567	.413	.557

Source: Results of primary data processing, 2016

e. Formulated Policy/Strategy

Table 8. Results of Reliability Test of Formulated Policy/Strategy

<b>Reliability Statistics</b>						
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
	.654	.671	5			

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q15	14.6064	2.628	.434	.294	.598
Q21	14.5745	3.000	.491	.373	.562
Q22	14.4362	3.453	.495	.344	.585
Q24	14.2553	3.203	.392	.245	.608
Q31	14.8936	3.365	.296	.189	.652

Source: Results of primary data processing, 2016

f. Implemented Strategy/Plan

Table 9. Results of Reliability Test of Implemented Strategy/Plan Indicator

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.515	.520	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q25	14.9681	2.461	.302	.331	.448
Q26	15.5638	2.399	.304	.180	.446
Q30	15.8830	2.319	.322	.201	.433
Q32	15.8723	2.414	.222	.260	.504
Q33	15.3298	2.546	.279	.180	.463

*Source: Results of primary data processing, 2016*

2. Hypothesis Test

The hypothesis test conducted through T-test and the test requirements are as follows:

Accept H<sub>0</sub> (null) if the Mean of indicator is  $\leq 3$

Reject H<sub>0</sub> if the Mean of indicator is  $> 3$

Since the hypothesis test using one-tailed test, so the actual p-value:

(p-value in the table)/2

After the test, from the table we can see that the result show every indicator has p-value  $< 0.05$  because  $0.00/2 = 0$ .

It means based on the CDRF indicators we accept the H<sub>0</sub> (null) or the implementation of KSP in Indonesia categorized as effective.

The results of hypothesis test of every indicator are as follows:

a. Raised Awareness

Table 10. Results of Hypothesis Test of Raised Awareness Indicator

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Mean_1	94	4.2957	.42677	.04402

**One-Sample Test**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean_1	29.437	93	.000	1.29574	1.2083	1.3832

*Source: Results of primary data processing, 2016*

b. Enhanced Skills

Table 11. Results of Hypothesis Test of Enhanced Skills

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Mean_Enhanced_Skill	94	4.1872	.49757	.05132

**One-Sample Test**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean_Enhanced_Skill	23.134	93	.000	1.18723	1.0853	1.2891

*Source: Results of primary data processing, 2016*



c. Improved Consensus/Teamwork

Table 12. Results of Hypothesis Test of Improved Consensus/Teamwork

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Mean_Improved_Concensus	94	4.0362	.45717	.04715

**One-Sample Test**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean_Improved_Concensus	21.975	93	.000	1.03617	.9425	1.1298

Source: Results of primary data processing, 2016

d. Fostered Coalitions/Networks

Table 13. Results of Hypothesis Test of Fostered Coalitions/Networks

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Mean_Fostered_Coalition	94	3.8936	.44858	.04627

**One-Sample Test**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean_Fostered_Coalition	19.314	93	.000	.89362	.8017	.9855

Source: Results of primary data processing, 2016

e. Formulated Policy/Strategy

Table 14. Results of Hypothesis Test of Formulated Policy/Strategy

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Mean_Formulated_Policy	94	3.6383	.42429	.04376		

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean_Formulated_Policy	14.586	93	.000	.63830	.5514	.7252

Source: Results of primary data processing, 2016

f. Implemented Strategy/Plan

Table 14. Results of Hypothesis Test of Formulated Policy/Strategy

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Mean_Implemented_Strategy	94	3.8809	.36787	.03794

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean_Implemented_Strategy	23.215	93	.000	.88085	.8055	.9562

Source: Results of primary data processing, 2016

## CHAPTER V

### CONCLUSIONS & RECOMMENDATIONS

#### 5.1. Conclusions

Based on the statistical tests of data in the previous chapter, the implementation of KSP in Indonesia is already fulfilling all the CDRF indicators with significant number and could be categorized as effective. The conclusions of supporting factors of each indicator are as follows:

- a. Raised awareness: From the survey, the KSP partners agree that they get more understanding in the area of joint research. This increase of understanding triggered by several factors such as the deep correlation between the joint researches topics with the main function of their unit, the excellent expertise and knowledge of Korean experts as their research partner and great satisfaction with the KSP scheme. The understanding of the area of joint research creates benefits by increasing their confidence and motivation to participate actively in the related area.
- b. Enhanced skills: Almost all of the KSP partners stated they attained new skills and knowledge related through joint research after becoming involved in the KSP. KSP partners also had more motivation and confidence to implement the new skills/knowledge in their office. However, many of KSP partners believed that becoming involved in KSP did not give them much influence in changing their personal attitudes such as being more punctual and being more open to the other opinions.

- c. Improved consensus/teamwork: Based on the survey, the KSP partners have involved in deep discussion with the Korean experts to reach consensus improvements by following Korea's experiences in the social and economic development. The deep discussion is supported by the good relationship and effective communication between KSP partners with KSP organizers and Korean experts. However, after the consensus improvement is achieved, the KSP partners realized that there needed to be more efforts to get support from the employees and supervisors in their unit to implement this new consensus.
- d. Fostered coalitions/ networks: The formal partnership and informal knowledge-sharing networks have been created between Indonesia and Korea. The partnership and network develops through the Korean expert visits to relevant institutions in Indonesia and KSP partners visit in Korean institutions to collect data and information regarding the joint research. The KSP recommendations also reflect the experiences of Korea development as the results of deep discussions, collaboration and consensus between KSP partners and Korean experts. However, more efforts are needed to maintain this good relationship between KSP partners and institutions/experts in Korea.
- e. Formulated policy/strategy: There are influential new strategies formulated and proposed to the high rank officials and decision-makers in Indonesia based on the KSP recommendations. From the responses from the survey, the respondents showed strong belief that the recommendation could be implemented, thus several KSP recommendations have been included part of the strategic plans of institutions. KSP recommendations were also shared to other related unit/institutions through meetings and discussions. Nevertheless, KSP partners argued that the distribution of

KSP final report to the relevant institutions in Indonesia is an effective way to share the recommendations.

- f. Implemented strategy/plan: The belief that the KSP recommendations are useful for Indonesia's socioeconomic development has initiated the implementation of several new strategies or plans based on the KSP recommendations of Ministries/Agencies such as the implementation of the form of Treasury Dealing Room in Ministry of Finance. KSP partners also believed the recommendations through KSP scheme are more effective compared to similar programs by other countries or international institutions since the KSP recommendations were made through deep discussion with Korean experts. However, several recommendations could not be implemented because of several factors.

## **5.2. Challenges and Recommendations**

Although the implementation of KSP in Indonesia could be categorized as effective, there are many challenges, problems and barriers faced by KSP partners, which are as follow:

- A. Many of confidential data and information both from Indonesia and Korea side cannot be provided in the joint research. This uncomprehensive data and information condition was believed to influence the quality of joint research and the recommendations.

To overcome this problem, there should be more comprehensive article concerning this matter in the Memorandum of Understanding (MoU) between Indonesia and Korea, such as what kind of data could be shared and not.

- B. Still, there needs to be greater efforts to raise the awareness of the high rank officials and the entire institutions members regarding the importance of KSP as a

powerful media to solve problems or to provide recommendations for the unit and also the willingness to implement the recommendations.

It is recommended to invite the high ranking officials in Indonesia to a preliminary seminar about KSP and visit institutions in Korea to raise awareness about Korea's development and KSP as the media to learn the Korea's development experiences and analyze the possibilities of a topic to be joint research topics in the future. Recommendations also need to be made to increase the number of Korean and Indonesian high rank official meetings to introduce KSP and analyze the joint research topics under KSP scheme.

- C. The implementation of the KSP recommendations if it concerns between units across ministries/agencies and the availability of budget allocations and other resources in the implementation.

It is recommended that the Korean experts and local consultants should discuss deeply, carefully and consider all the aspects and the resources to generate comprehensive and implementable recommendations. Korean experts and local consultants should be equal in terms of roles and responsibilities in the production of successful and impactful outcomes of the project

- D. Time boundaries of the KSP partners to do all the joint research stages that spent almost one year for one period of KSP, while at the same time KSP partners have to work in their office. To overcome this problem, the KSP organizers should make fixed schedules of each KSP stage as standard to be obeyed by KSP partners and Korean Experts.

- E. KSP coordinators in Indonesia faces problem regarding less information of topic selection from the KSP proposals of institutions in Indonesia, especially information about how many topics will accepted as KSP topics and the reasons why a topic is accepted or not.

It would be better if KSP organizers gave KSP offering letter with information how many topics will be accepted from Indonesia at the first time and give official letters regarding what topics are accepted or not.

- F. The scope of KSP topics could be broadened and reach optimum knowledge sharing levels if it is possible one topic of joint research could be implemented for approximately 3 years include preliminary, substance, strategic implementation. To optimize the knowledge sharing, if possible, the local consultant and Korea expert could use another country experience to compare the policy recommendations and follow workshop, capacity building and internships to reach deeper understanding of KSP topics.

- G. To improve the effectiveness of KSP stages, there are several things to be considered:

- Final Reporting Workshop (FRW) stage as the media to present the KSP recommendations to related units is less effective because of some factors as follows:

- a. The presentations of the recommendations of several topics were held in one large venue at the consecutive time, making the total time of FRW are quite long. However, to make the time of FRW shorter, usually KSP organizer gave time limitations for the Korean experts and local consultants. This resulted in insufficient time to explain the recommendations.

- b. The requirement of KSP organizers regarding number of participants in FRW is around 200 persons consisting of the officials from related institutions. This number is considered too many and it makes the discussion less active because FRW held in big venue with many participants at the same time.
- c. Many of the participants came to the FRW without any sufficient information regarding the topic of presentation.

To overcome these problems, if it is possible it would be better if the FRW was held in separate rooms based in the topic with less participants and longer time for the Korean experts and local consultants to make presentation and discussion.

- Distribution of the KSP final report to related institutions is too long almost more than six months after the FRW, it will lessen the attention of related institutions to the KSP topics.

The distribution takes a longer time since it needs final corrections, design, printing and ISBN registration. To overcome this problem, KSP organizers should make the all these processes faster.

- The survey of the implementation of KSP recommendation faces many problems because after several years the local consultants which were participants of the survey usually moved to other position or units.

To overcome this problem, if possible, the assessment of the survey done by the same Korean Expert as the joint research partner since the Korean experts know every key person that is involved in the preparation of recommendations and understand the conditions; however, to avoid the interest overlap, the Korean experts should be accompanied by another researcher in the survey.



Appointing the same Korean Expert as the joint research partner could be an effort to develop deeper discussions and partnerships between local consultants and Korean experts.

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**KEMENTERIAN KEUANGAN REPUBLIK INDONESIA**  
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Nomor : S- 10682 /PB/2015  
Sifat : Segera  
Lampiran : 1 Berkas  
Hal : Survei Evaluasi Efektivitas Implementasi  
*Knowledge Sharing Program (KSP)* di Indonesia

17 Desember 2015

Yth. Para KSP Partner di Indonesia  
(daftar terlampir)

*Knowledge Sharing Program (KSP)* telah dilaksanakan di Indonesia sejak tahun 2005, dan sejak tahun 2011 Direktorat Jenderal Perbendaharaan telah menjadi koordinator pelaksanaan KSP. Sejak tahun 2005 sampai dengan 2015, KSP telah mencakup 46 buah topik kerja sama penelitian dengan melibatkan lebih dari 20 Kementerian/Lembaga/Instansi.

Dalam rangka semakin meningkatkan efektivitas dan efisiensi pelaksanaan KSP di masa mendatang dan untuk mendukung pembangunan sosial ekonomi Indonesia serta sebagai salah satu syarat untuk mendapatkan gelar *Master of Public Policy* dari *Korea Development Institute School*, Korea Selatan, pegawai Direktorat Jenderal Perbendaharaan sebagai berikut:

Nama : Yanuar Imbiyono  
NIP : 198201022014121001  
Gol/Pangkat : III-b/ Penata Muda Tingkat I  
Unit : Sekretariat Ditjen Perbendaharaan, Kementerian Keuangan

bermaksud untuk melaksanakan survei efektivitas implementasi KSP di Indonesia. Survei akan dilaksanakan dalam bentuk penyebaran kuesioner dan wawancara kepada para KSP partner di Indonesia pada tanggal 16 s.d. 31 Desember 2015.

Untuk mencapai hasil survei yang berkualitas dalam rangka pengambilan kebijakan yang tepat sasaran, bersama ini diharapkan para KSP Partner di Indonesia dapat mengikuti survei tersebut dengan sebaik-baiknya.

Demikian disampaikan atas perhatian dan kerja sama yang baik diucapkan terima kasih.

a.n. Direktur Jenderal Perbendaharaan  
Sekretaris Direktorat Jenderal,



Maryana  
NIP. 196006031985021001

Tembusan:  
Direktur Jenderal Perbendaharaan

**Daftar KSP Partner di Indonesia**

#	Name	Position	Position in KSP	#	Topics	Year
1	Maurin Sitorus	The Roadmap for Bond Market Development in Indonesia	Local Consultant	1	Developing an Effective Early Warning System for Financial Crises	2005/ 2006
2	Noeroso L. Wahyudi	Senior Researcher BKF	Local Consultant			
3	Senator Nur Bahagia	Institute of Technology at Bandung (ITB).	Local Consultant			
4	Syaifullah	Chief Economist of Surveillance Unit, Center for International Cooperation, BKF	Local Consultant			
5	Muhammad Handry Imasyah	Consultant of OREI, ADB	Local Consultant			
6	Wahyu Dewati	Senior Economist, Bank Indonesia	Local Consultant			
7	Lies Sunarmintyastuti	Head, Planning and Programming Division, FETA	Local Consultant	2	Strengthening the Effectiveness of Training Programs for Promotion of Professional Competence and Better Career Planning for the MOF Officials	
8	Bachrul Chairi	Deputy of Directorate General, International Trade Cooperation Kemendag	Local Consultant	3	Promoting Trade and FDI in Manufacturing: Korea's Experiences and Possible Lessons for Indonesia	
9	Eka Achdiatna	Assistant Manager, International Division Bank Mandiri	Local Consultant	4	Small and Medium Enterprises Development Strategy to Support the Export-Oriented Industry and the Role of the Export-Import Bank	
10	Eduardus Tandeliin	Professor, Gadjah Mada University	Local Consultant	5	Enhancing Financial Supervisory System in Indonesia	
11	Artiatium Adji	Professor, Gadjah Mada University	Local Consultant	6	Developing Medium-term Expenditure Framework and Performance Budgeting System	2009/ 2010
12	Mudrajad Kuncoro	Professor, Gadjah Mada University	Local Consultant	7	Developing Capacity for Effective Competition Policy of Indonesia	
				8	Ways to Establish Securitization and Derivatives Market in Indonesia	
				9	Improving the FDI Promotion Policy in Indonesia	

13	Gatot M. Manan	Bank Indonesia	Local Consultant	10	Enhancing Foreign Exchange Market Stability and External Debt Management in Indonesia	2010/ 2011
14	Ihsan W. Prabawa	Bank Indonesia	Local Consultant			
15	Indra Wijaya Kusuma	Professor, Gadjah Mada University	Local Consultant	11	Enhancing Capability for Accounting and Auditing	2011/ 2012
16	Rizana Noor	Bank Indonesia	Local Consultant	12	Ways to Establish Credit Infrastructure for Advancement of SME Credit Market in Indonesia	
17	Titovianto Widyantoro	Electricity and Renewable Energy Training Center	Local Consultant	13	Energy Conservation Policy in Indonesia	
18	Zulfikar Yurnaidi	Ajou University	Local Consultant	14	New and Renewable Energy Policy for Indonesia	
19	Robertus Triweko	Universitas Katolik Parahyangan	Local Consultant	15	Water Management Policy in Indonesia	
20	Budi Yuwono	University of Indonesia	Local Consultant	16	Improving Trade Facilitation of Indonesia through Indonesia National Single Window	
21	Tulus Tambunan	University of Trisakti	Local Consultant	17	Supporting Strategy for the Indonesian SME Development	
22	Gariska	Bank Indonesia	Local Consultant	18	Ways to Establish Credit Infrastructure for Enhancement of Consumer Credit Market in Indonesia	
23	Sudarto	DG of Treasury Ministry of Finance	Local Consultant	19	Enhancing Credit Market Infrastructure with Emphasis on Public Credit Registry System	
24	Dwi Martani	University of Indonesia	Local Consultant	20	Reforming the Treasury Management and Budget Execution Systems of Indonesia - Implications of Korean Experiences and Policy Suggestions	
25	Bambang Widjajarso	College of State Accountancy	Local Consultant	21	Reform of Accounting and Reporting System	
26	Hari S. Noegroho	Ministry of Finance	Local Consultant	22	Finance Information System Analysis and Information Strategic Planning of Indonesia	
27	Eric Quencieu	Asian Development Bank Consultant	Local Consultant	23	Knowledge Sharing on Water Resources Planning and Financing	
28	Tri Budhianto	DG of Treasury Ministry of Finance	Local Consultant	24	Strengthening the Implementation of Performance Budgeting in Indonesian Government	
29	Made Arya Wijaya	DG of Budget Ministry of Finance	Local Consultant	25	Enhancing Efficiency of National Budget Execution through Advanced Public Procurement System	
30	Heru Pudyo Nugroho	DG of Treasury Ministry of Finance	Local Consultant	26	Key Tasks for Full Computerization of National Budget and Treasury and	
31	Alim Affi	DG of Treasury Ministry of Finance	Local Consultant			
32	Achmad Rinaldi Hidayat	DG of Treasury Ministry of Finance	Local Consultant			

33	Sudarto	DG of Treasury Ministry of Finance	Local Consultant	Implementation of SPAN	2012/ 2013
34	Riko Amir	Fiscal Policy Agency	Local Consultant	Knowledge Sharing Partnerships to Promote PPPs in Indonesia	
35	Maman Suhendra	Fiscal Policy Agency	Local Consultant		
36	Sudarso	DG of Treasury Ministry of Finance	Local Consultant		
37	Vidyartha Indra Surya	Bank Indonesia	Local Consultant	Suggestions for Developing Integrated Financial Supervisory Information System in Indonesia	
38	Gariska	Bank Indonesia	Local Consultant	Improving the Quality of Public Credit Registry Data	
39	Eric Quencieu	Bappenas	Local Consultant	Regulatory Framework to Implement IWRM at the River Basin Level	
40	Budi Santoso	Bappenas	Local Consultant		
41	Sudino Lim	Consultant	Local Consultant	The HRD System Innovation of Indonesian Small and Medium Sized Enterprises: Korean Experiences and Policy Suggestions	
42	Teguh Widjinaroko	Ministry of Administrative and Bureaucratic Reform	Local Consultant	Refinement of Grand Design of Bureaucratic Reform 2010 - 2025.	
43	Sri Rahayu Tjandra Dewi	Ministry of Administrative and Bureaucratic Reform	Local Consultant		
44	Wibawa Pram Sihombing	DG of Treasury Ministry of Finance	Local Consultant	Enhancing The Treasury Coordination Through Asset and Liability Management between Treasury and Debt Management	2013/ 2014
45	Akhmad Budhisusetyo	DG of Treasury Ministry of Finance	Local Consultant	Establishing An Effective Treasury Dealing Room by Enhancing Organizational Arrangement and Legal Basis, Developing System Management, Security Update and Database Management	
46	Adnan Agung Nugraha	DG of Treasury Ministry of Finance	Local Consultant	Enhancing and empowering the Appropriate Government Investment Systems, Mechanisms and Procedures on Supporting the MP3EI National Program through Two Program: Public Private Partnership (PPP) Sector Program and Developing Financing Institution Sector Program.	
47	Slamet Riyanto	DG of Treasury Ministry of Finance	Local Consultant		
48	Noor Faisal Ahmad	DG of Treasury Ministry of Finance	Local Consultant		
49	Prih Haryanta	DG of Treasury Ministry of Finance	Local Consultant	SPAN Post Implementation (include: cyber protection)	
50	Donny Maha Putra	DG of Treasury Ministry of Finance	Local Consultant		
51	Rozidyanti	Bank Indonesia	Local Consultant	Macro prudential Surveillance to Safeguard the Financial Stability: (1) Trust Activities by Bank, (2) Capital Market, (3) Non Bank	
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						Financial Institution (Shadow Banking), (4) Developing medium Term Notes and Commercial Paper As An Alternative of Financing The Economy (include: Analyze Behavior of Bank in the Money Market and in the Bond Market and Its Impact to the Bank Liquidity).		
53	Herlinawati	Ministry of Health	Local Consultant	38	Development and Implementation of Knowledge Exchange Platform on Universal Health Coverage (KEP-UHC): Mutual collaboration between South Korea-Indonesia.			
54	Mazda Novi Mukhlisa	Ministry of Health	Local Consultant					
55	M Syaibani	DG of Treasury Ministry of Finance	Local Consultant	39	A New Approach on the Governance of Public Service Institutions: Sharing Experience Between the Government of the Republic of Indonesia and the Government of the Republic of Korea in Regulating Semi-Autonomous Public Service Organization.			2014/ 2015
56	M Rusna	DG of Treasury Ministry of Finance	Local Consultant					
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66	Erna Irawati	State Administration Agency	Local Consultant					
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69	Muhammad Syaibani	Head of Regulation and Technical Standardization of BLU Subdirectorat, DG Treasury	Local Consultant	43	The Revitalization of Performance-Based Budgeting for Semi-autonomous Public Service Organization in Indonesia.			
70	Mediya	Head of Section of Research and Development, Regulation and Technical Standardization of BLU Subdirectorat, DG Treasury	Local Consultant					
71	Bayu Andy Prasetya	Head of Rates , Remuneration and Information Section, DG Treasury	Local Consultant					



72	Agus Joko Purwanto	Head of HR Performance Measurement System Development Section, Directorate General of Taxes	Local Consultant	44	The Establishment of Talent Management System in Directorate General of Tax.	2015/ 2016
73	Wildan Abdillah	Head of HR Rotation and Promotion SubDivision, Directorate General of Taxes	Local Consultant			
74	Muhammad Mughafir	Head of Dismissal and Retirement SubDivision, Directorate General of Taxes	Local Consultant			
75	Novie Kusumawati	Analyst at Job Classification Development, DGeneral of Taxes	Local Consultant			
76	Destry Anasari	Head of Tourism, Post and Telecommunication, Deputy of Production, Ministry of Cooperatives and SMEs	Local Consultant	45	Increasing productivity of Cooperatives and SMES through Cooperative Bussiness Development especially in Industry Craft and Mining	
77	Marniek Rosilawati Soemanto	Head of Industry Division, Deputy of Production, Ministry of Cooperatives and SMEs	Local Consultant			
78	Tengku Ady Yushan	Assistant of Deputy for Craft Industry and Mining, Ministry of Cooperatives and SMEs	Local Consultant			
79	I Wayan Dipta	Deputy Minister for Production, Ministry of Cooperatives and SMEs	Local Consultant	46	Managing Social Security Fund: The Experience of the South Korean Government.	
80	Arif Wibawa	Head of social Security Program Division DG Treasury	Local Consultant			
81	Agustinus Prasetyo	Head of Retirement Payment Section, DG Treasury	Local Consultant			
82	Jani Arjanto	Head of Regulatory Harmonization in Social Security Program Division	Local Consultant			
83	Dwi Dermawan Setia Aji	Head of Section in Regulatory Harmonization of Social Security Program Related with Working Accident and Death	Local Consultant			
84	Yudhistira Kesuma	DG of Treasury Ministry of Finance	Program Coordinator			
85	Ahmad Juhari	DG of Treasury Ministry of Finance	Program Coordinator			

86	Mohd. Zeki Arifudin	DG of Treasury Ministry of Finance	Program Coordinator
87	Syafriadi	DG of Treasury Ministry of Finance	Program Coordinator
88	Yogi Rahmayanti	DG of Treasury Ministry of Finance	Program Coordinator
89	Eko Sulistijo	DG of Treasury Ministry of Finance	Program Coordinator
90	Jordan Sihombing	DG of Treasury Ministry of Finance	Program Coordinator
91	Azizatul Munawaroh	DG of Treasury Ministry of Finance	Program Coordinator
92	Suharno	DG of Treasury Ministry of Finance	Program Coordinator
93	Moudy Hermawan	DG of Treasury Ministry of Finance	Program Coordinator
94	Linggo Supranggono	Head of Analysis Statistics, and Financial Report Section	Program Coordinator
95	Bintang Prasetyo Jati	Senior Analyst at Secretariat of DG Treasury	Program Coordinator
96	Edy Santoso	Head of Strategic Planning Organization Section, DG Treasury	Program Coordinator

a.n. Direktur Jenderal Perbendaharaan  
Sekretaris Direktorat Jenderal,



Haryana  
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# Evaluation of the Effectiveness of Knowledge Sharing Program (KSP) Implementation in Indonesia

## A. Background

1. Knowledge Sharing Program (KSP) between Korea and Indonesia has been engaged since 2005 and has provided useful recommendations for fostering Indonesia social and economic development. This questionnaire is aimed to assess the relevance, effectiveness, impact, and sustainability of KSP projects in Indonesia with a view to drawing useful lessons so that they may be reflected in the design and execution of future KSP projects.
2. This research also aims to fulfill a requirement to get Master of Public Policy (MPP) Degree in Korea Development Institute (KDI) School.

## B. Instructions

1. There are two parts of questions in this questionnaire, part one are questions use of rating scales 1-5 to assess your opinion about KSP, please answer each of the questions by circling the number. Part two are questions to describe your opinion about KSP.
2. Questions in part one is to assess your best describe about KSP, you are to circle the number that best describes your opinion. For example, if you were asked to rate 'I believe that the recommendations of the KSP are useful for Indonesia social economic development' on such a scale, the 5 places should be interpreted as follows:

Strongly Disagree	1	2	3	4	5	Strongly Agree
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	

If you think the recommendations of KSP are fairly useful for Indonesia social economic development, then you would circle the number 4.

3. Questions in part two are asking your opinion about KSP, please answer every question briefly and clearly.
4. Many of the questions are correlated with the KSP stages, please refer to the appendix regarding KSP stages explanation.
5. I would greatly appreciate for your support to answer the following questions fully and frankly, I note that your answer will be used only for the purpose of this research.
6. Thank you very much in advance for your time.

## *Interview Questionnaires*

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### ■ KSP Partner's Profile

- ◆ Name:
- ◆ Name of the Organization:
- ◆ Department (Division):
- ◆ Gender: Male ( ) Female ( )
- ◆ E-mail:
- ◆ Phone:
- ◆ Fax:

*Interview Questionnaires*

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**PART I**

▪ **Selection of KSP Projects topic**

1. The joint research topic of KSP that I proposed has deep correlation with the main function of my unit.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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2. The joint research topic of KSP that I proposed has been discussed and agreed by all employees and supervisors of my unit.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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▪ **Interaction between KSP Partner with Korean Expert**

3. Based on my interaction with the Korean Experts, in my opinion the Korean Expert has advanced knowledge of various issues related to the joint research of KSP.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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4. Based on my interaction with the Korean Experts, in my opinion the Korean Expert has good ability in English and I have not met any difficulties in communication with him/her.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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5. I am maintaining good relationship with Korean Expert until now.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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▪ **Interaction between KSP Partner with KSP Organizer (Korea Development Institute and/or Samjong KPMG)**

6. Based on my interaction with the KSP organizer, in my opinion the KSP organizer has good ability in English and I have not met any difficulties in communication with them.

*Interview Questionnaires*

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Strongly Disagree	1	2	3	4	5	Strongly Agree
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▪ **KSP Stages**

**A. High-level Demand Survey**

7. Through High-level Demand Survey stage between High level official of Korea and Indonesia, I got much information about areas which can be used as joint research topic under KSP.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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8. I have enough time and opportunities to present relevant information and data to High-level official of Korea during High-level Demand Survey stage.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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**B. Pilot Study (Demand Identification)**

9. I have provided the relevant information and data to Korean Expert regarding the joint research.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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10. Korean Expert has visited necessary and relevant organizations in Indonesia to collect data and information regarding the joint research.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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**C. Interim Reporting Workshop**

11. I got much valuable information regarding the joint research during my visit to institutions/organizations in Korea.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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*Interview Questionnaires*

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12. I am maintaining good relationship until now with organizations/experts that I have visited in Korea during the joint research.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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**D. Senior Policy Dialogue & Final Reporting Workshop**

13. I have shared the recommendations of joint research to relevant institutions in Indonesia effectively through Senior Policy Dialogue & Final Reporting Workshop.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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14. Based on my experience, in my opinion Final Reporting Workshop & Dissemination Seminar stage has an effective impact to share the recommendations of joint research to relevant institutions in Indonesia.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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15. Distribution of final report books of joint research to the relevant institutions in Indonesia has an effective impact to share the recommendations.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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▪ **Impact of KSP**

16. Through KSP I got new skills/experience/knowledge especially in the topic of joint research and I could implement it in my duties or functions.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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17. Through KSP I have changed my personal attitude (ex: more punctual, more open to other expert's opinion, etc.)

Strongly Disagree	1	2	3	4	5	Strongly Agree
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18. Through KSP I got more motivation and confidence to solve my unit problems which correlated with the topic of joint research.

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*Interview Questionnaires*

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Strongly Disagree	1	2	3	4	5	Strongly Agree
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▪ **Implementation of KSP recommendations**

19. All of the KSP recommendations are the results of deep discussions, collaboration and consensus between me as Local Partner and Korean experts.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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20. The KSP recommendations truly reflect the experiences of Korea development.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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21. KSP recommendations were delivered to high ranking government officials (until Minister Level).

Strongly Disagree	1	2	3	4	5	Strongly Agree
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22. I believe that the recommendations could be implemented and I have plan/step how to implement it in my unit.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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23. All employees and supervisors in my unit understand with all of the KSP recommendations fully support the implementation of the KSP recommendations.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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24. The KSP recommendations have been distributed to other related institutions through meetings, discussions, etc.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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25. I believe that the KSP recommendations are useful for Indonesia social economic development.

Strongly	1	2	3	4	5	Strongly
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*Interview Questionnaires*

Disagree							Agree
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26. The recommendations have been reflected in policies of my Ministry/Agency up to national level and lead to any tangible impact (buildings, roads, laws, new units etc.).

Strongly Disagree	1	2	3	4	5		Strongly Agree
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27. There are some projects or a project has been initiated as a follow-up of the KSP recommendations (Yes/No).

- If Yes please answer question number 28
- If No please move directly to question number 29.

28. Korea International Cooperation Agency (KOICA) or Economic Development Cooperation Fund (EDCF) projects have been initiated in this KSP recommendations follow up projects.

Strongly Disagree	1	2	3	4	5		Strongly Agree
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29. My unit was engaged another similar policy consultation or capacity building in the same topic at the same time with this KSP (Yes/No).

- If Yes please answer question number 30.
- If No please move directly to question number 31.

30. The recommendations through KSP scheme is more effective to meet my unit needs compared with similar programs by other countries or international institutions.

Strongly Disagree	1	2	3	4	5		Strongly Agree
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31. KSP policy recommendations also included advice on how to provide resources (Financial, Human Resources, Leaderships, etc.) to implement it.

Strongly Disagree	1	2	3	4	5		Strongly Agree
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32. My unit is able to provide sufficient resources (Financial, Human Resources, Leaderships, etc.) to implement the KSP recommendations.

Strongly Disagree	1	2	3	4	5		Strongly Agree
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*Interview Questionnaires*

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33. Regarding on my interaction with Korean Expert, KSP supervisor, KSP stages and the impacts of KSP, I feel satisfied with KSP overall and I will give recommendation to other institutions to join in KSP in order to get recommendations of the problem they face.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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34. The KSP recommendations met my expectation, have a good quality (logical and specific) and not complex (do not require many prerequisites). If it's possible I want to join in the next KSP period with another topic.

Strongly Disagree	1	2	3	4	5	Strongly Agree
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**PART II**

**Program Overview**

1. Could you briefly describe your role in KSP?

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2. What were the challenges, problems and barriers that faced by KSP in your unit?

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3. Did KSP implementation in your unit in order to support a larger initiative? If yes, could you briefly describe this larger initiative?

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**Participants**

4. Who was targeted recipient in Indonesia to participate in KSP? What were these individuals' roles and organizations?

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5. What was the rationale for selecting these participants?

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6. How was the Indonesia experts selected to participate in KSP?

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*Interview Questionnaires*

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**Outcomes**

7. Do you believe KSP will give direct contribution to social economic development Indonesia? Why or why not? What evidence could support that KSP directly contributed?

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8. Are there other notable outcomes of this KSP that you want to describe further? If so, please describe.

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**Additional Information**

9. Who are other key informants whom I should contact to learn more about the KSP design, implementation, and outcomes?

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10. Are there any final comments or suggestions that you would like to share regarding this KSP and its capacity development results?

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11. Are there any additional materials or existing resources that you suggest me to review to learn more about KSP's design, implementation, and outcomes? In particular, I am interested in:

- Any results available from evaluations.
- Any tangible evidence that would help us better understand outcomes.

Examples might include copies of countries' action plans, documentation related to the formation of associations, etc.

----- End -----

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## Appendix

### KSP Stages:

