







### **Brief Report**

# "International Training Workshop on Micro and Small Enterprises Development in Rural Area"

in cooperation of the Government of Indonesia, ICCO, CIRDAP and NAM CSSTC

#### I. Introduction

Micro and small enterprises are seen as engine of growth in rural area, as they will be in the nature of upstream and downstream industries, supporting a prosperous farming activity. These are household enterprises, providing employment with established linkages of farm and non-farm businesses. These enterprises based on local resources and skills will influence migration patterns and also stop draining of resources to urban areas, even for primary processing.

All countries in the region have policies geared to rural micro enterprises. There are specific institutions set up for this purpose and also specific schemes, even encouraging women groups to participate in this sector. In some countries, massive programmes have been promoted. But the policy goals and institutional responses do not match to the desirable extent.

All countries in the NAM/CIRDAP member countries have adopted policies, institutions and strategies to promote micro, small and medium enterprises and have even related them to export related growth sectors. The policies are pursued vigorously. In some countries, they have become part of rural-led strategies of growth. Thus there is a need to share the successful experiences, visit projects, interact with institutions, to derive policies and programme methodologies and projects to suit specific country situations.

Within this line, the Government of the Republic of Indonesia in cooperation with CIRDAP (Centre on Integrated Rural Development for Asia and Pacific) through SOCSEA (Sub-regional Office of CIRDAP for South East Asia), ICCO (Interchurch Organization for Development Cooperation) and NAM CSSTC (Non-Aligned Movement Centre for South-South Technical Cooperation) conducted an international training workshop on micro and small enterprises development in rural area.

The training programme was conducted from 3 to 7 December 2012 in Yogyakarta, Indonesia.

# II. Objective

The objectives of the training programme are as follows:

- a) To provide participants with opportunity to exchange of ideas and information and share experiences among NAM/CIRDAP member countries on the development of micro and small enterprises;
- b) To develop a sound understanding of the concept and methodologies used in micro and small enterprises development;

The training programme covered the following subjects:

- a) Critical Factors in the Promotion of SMEs;
- b) Institutional Capacity Building of SMEs in Rural Area;
- c) Strategy of SMEs Development; and
- d) Indonesian Experiences in SMEs Development in Rural Area.

# III. Methodology

The training programme was conducted through:

#### Class Session:

The session conducted using adult-learning methodology. There is no instruction but knowledge-sharing approach is applied.

#### Field Session:

Field study to the best practices of micro and small enterprises development to see how this sector is sustainably managed through community-based scheme.

### Presentation of Country Report:

Participants were requested to prepare and present their Country Report covering problems and potentials of micro and small enterprises development, especially those are operated in rural area. Their knowledge and experiences were shared during the class and field sessions.

### Preparation of Action Plan:

At the end of the Class Session, participants were asked to prepare Action Plan to be implemented in their respective countries when they are back home.

# Language:

The language used in the Training Programme is English.

# IV. Programme Activities

The Training Agenda was organized as follows:

Date	Time	Programme/Training Subject	Presenter/Facilitator/Moderator
Mon, 3 Dec	08.30-09.15	- Opening Session - Group Photo	- Linggawaty Hakim, NAM CSSTC - Nuryanto, SOCSEA - Kees de Ruiter, ICCO - Dr Cecep Effendi, CIRDAP
	09.15-09.45	<ul> <li>- Personal Introduction</li> <li>- Briefing on the Programme and Logistics</li> <li>- Check Participant's Expectations</li> </ul>	Facilitators: Achmad Rofi'ie Alpadi Lumhan Gaol Christina Sudiro
	09.45-10.00	Coffee break	
	10.00-12.00	Some Critical Factors in the Promotion of SMEs: Case Studies of Some Countries in Asia and the Pacific	Dr Cecep Effendi Director General of CIRDAP Moderator: Alpadi Lumban Gaol
	12.00-13.00	Lunch break	1
	13.00-15.00	Session 2 Institutional Capacity Building of Micro and Small Enterprises in Rural Area	Fujiartanto Ministry of Home Affairs of Indonesia Moderator: Christina Sudiro
	15.00-15.15	Coffee break	
	15.15-17.00	Today's lessons learned (Wrap-up)	Facilitators: Alpadi Lumban Gaol Achmad Rofi'ie
Tue, 4 Dec	08.30-10.00	Session 3 Strategy of Micro and Small Enterprises Development in Rural Area	Dewi Meisari Faculty of Economics, University of Indonesia Moderator: Achmad Rosi'ie
	10.00-10.15	Coffee break	
	10.15-12.00	Session 4 Indonesian Experiences in Micro and Small Enterprises Development in Rural Area	Simon E Lumban Gaol Ministry of Home Affairs of Indonesia Moderator: Alpadi Lumban Gaol
	12.00-13.00	Lunch break	
	13.00-15.00	Session 5 Presentation of Country Papers	Participants Facilitator: Christina Sudiro
	15.00-15.15	Coffee break	
	15.15-17.00	Today's lessons learned (Wrap-up)	Facilitators: Alpadi Lumban Gaol Achmad Rofi'ie
Wed, 5 Dec	08.00-12.00	Visit UPK (Activity Management Unit) of Berbah, Sleman District	Focusing on Community-based Institutional Building
	12.00-13.00	Lunch break	
	13.00-17.00	Visit UPK (Activity Management Unit)	Focusing on Micro and Small

		of Piyungan, Bantul District	Enterprises Development
Thu,	08.00-08.30	Briefing on the Preparation of Action	Achmad Rofi'ie
6 Dec		Plan	
	08.30-12.00	Preparation of Action Plan	Participants
	12.00-13.00	Lunch break	
	13.00-15.00	Preparation of Action Plan (continued)	Participants
	15.00-15.15	Coffee break	
	15.15-17.00	Preparation of Presentation	Participants
Fri,	08.30-10.00	Presentation of Action Plan	Participants
7 Dec			Facilitator:
			Alpadi Lumban Gaol
	10.00-10.15	Coffee break	
	10.15-12.00	Overall Evaluation and Cross-check	Facilitators:
		Participant's Expectations	Achmad Rofi'ie
			Christina Sudiro
	12.00-13.00	Lunch break	
	13.00-14.00	Certificate Awarding and Closing	- Ma Salvacion Castillejos, Participant
		Session	- Alpadi Lumban Gaol, SOCSEA
			- Achmad Rofi'ie, NAM CSSTC

# V. Participants

Total participant is 9 persons from Indonesia, Lao PDR, Malaysia, Myanmar, Philippines and Vietnam.

They are from the government agencies working on development planning and social-economic development. Details are as follows:

No	Country	Name	Office
1	Indonesia	Ms. Rickith D Noviyanti	Ministry of Home Affairs
2	Indonesia	Mr. Edi Yanto	Ministry of Cooperative and SMEs
3	Indonesia	Mr. Idee Sasongko	Province Coordinator of PNPM Project
4	Lao PDR	Mr. Sa Siriphong	Office of SMEs Promotion and Development
5	Malaysia	Mr. Jasri bin Jubli	Ministry of Rural and Regional Development
5	Myanmar	Mr. Thein Win	Ministry of National Planning and Economics
7	Philippines	Ms. Salvacion Agatep C	Department of Trade and Industry
8	Vietnam	Mr. Do Quoc Thang	Ministry of Agriculture and Rural Development
9	Vietnam	Ms. Ha Quynh Nga	Ministry of Planning and Investment

### **VI. Resource Persons and Facilitators**

Resource persons are from the Indonesian Ministry of Home Affairs, Faculty of Economics of the University of Indonesia and CIRDAP. Field facilitators are from the Management Unit of Activities of Berbah (Sleman District) and Piyungan (Bantul District). Resource person details are as follows:

No	Name	Office
1	Mr. Cecep Effendi	CIRDAP, Dhaka (Bangladesh)
2	Mr. Fujiartanto	Ministry of Home Affairs, Jakarta
3	Mr. Simon Lumban Gaol	Ministry of Home Affairs, Jakarta
4	Ms. Dewi Meisari	University of Indonesia, Jakarta

# VII. Expectation and Evaluation

Prior to the starting session, all participants were requested to expres their expectations in written form using the form prepared by the Committee. Their expectations were compiled by subject of concerns and openly discussed at the ending session. They all together checked whether their expectations were met or not met. There were also post-class and post-field series of evaluations by subject. Overall evaluation was also made before the Closing Session.

The results are as follows:

# 1. Check the Participant's Expectations:

No.	EXPECTATIONS	MET			NOT MET		
		10	8	6	4	2	0
I	ON THE GENERAL KNOWLEDGE CONCERNING MICR ENTERPRISES DEVELOPMENT (MSED):	O A	ND	SMA	ALL		
1	Government regulation in other countries that pro to SME's. (Idee Sasongko)		v				
2	Institutional of SME's in other countries. (Idee Sasongko)	$\mathbf{v}$					
3	I hope I can learn and understand about problem and solution in MSED. (Edi Yanto)		v				
4	They are central to development process. (Do Quoc Thang)		v				
5	Understanding constraint, facing them and the potential of this firms therefore remains important, as the private sectors continue to account for increasing share of economic growth and employment. (Do Quoc Thang)		v				
6	About the importance of local government role to improve MSE's programme: the incentive, the capital. (Rickith Dwi Novianti)		v				
7	The experience of ASEAN countries in training the quality of human resources, high technology. (Ha Quynh Nga)		v				
8	The process of legal regulation reform in SMED. (Ha Quynh Nga)			v			
9	MSE is around 9 employment and it is very important for rural area and poverty reduction. (Thein Win)	v					
10	Importance of MSD to change rural capital and environment. (Jasni bin Jubli)	v					
11	Examples micro and small enterprise at various country action plans. (Jasni bin Jubli)	v					

12	To know the MSED situation of other countries, constraint and						
	problems faced by SME. (Sa Siriphong)	V					
13	I expect to gain more knowledge and information, technique and						
	best practices to be used in the implementation of programme and						
	projects that will develop MSE in the rural area. (Salvacion A.		V				
	Castillejos)						
II	ON THE POLICY AND/ OR TECHNICAL ASPECTS OF CA	APA	CIT	Y BU	UILI	DIN	G
	AND DEVELOPING MSED IN RURAL AREA:						
1	Kind of capacity building for SME's marketing. (Idee Sasongko)			v			
2	How the government of participant country help to channeling			***			
	SME's to big company/ hypermarket. (Idee Sasongko)			V			
3	I hope I can know about step and progress of capacity building and		v				
	developing MSED. (Edi Yanto)		v				
4	Both of them are very important, especially technical aspects. (Do	v					
	Quoc Thang)	V					
5	One stop services on MSE's permission. (Rickith Dwi Novianti)	v					
6	The experience of the Resource person to improve their MSE's:	v					
	The strategy used (Rickith Dwi Novianti)	v					
7	Making promptly and efficiently policies for SME in rural area to						<u> </u>
	access to resources(finance, work premises, technology). (Ha Quynh	v					
	Nga)						
8	It is very new for my country. So I hope this training will give best	v					
	policy for strategic MSED. (Thein Win)	ľ					
9	Create an environment and right policy to tackle poor people. (Jasni	v					
	bin Jubli)						
10	Capacity and suitable target/ plan. (Jasni bin Jubli)	V					
11	Budget allocation and subsidies. (Jasni bin Jubli)	v					
12	To know how to make appropriate supporting policy for MSED in	v					
	rural area (measures and approaches). (Sa Siriphong)	Ľ					
13	Mechanism for cooperation with other parties. (Sa Siriphong)	v					
14	I expect to learn from the different government policies of different						
	country's representatives on how best they can support the	v					
	development of MSE in their areas. (Salvacion A. Castillejos)						<u> </u>
III	HOW YOU EXPECT TO RELATE THE SUBSTANCES (EIT						
	TECHNICAL ASPECTS) THAT WILL BE DELIVERED IN	TH	E SE	SSI	ON	TO	
	YOUR COUNTRY'S MSED PROGRAMME?:	T		ı			
1	Focus discussion on specific aspect. (Idee Sasongko)	V					
2	Presentation of each participant's countries. (Idee Sasongko)	v					
3	Our job/ activity in Ministry of Cooperatives and SME's is relate or						<u> </u>
	relevance with the substances. So I hope I can get more knowledge	v					<u> </u>
	and experience to make a decision about MSE policy. (Edi Yanto)						-
4	Enterprises are expected each together and:						
	a. Relationship enterprises each other.		v				
	b. Increase credit and trade.		,				<u> </u>
	c. Building relationship with manage official (Do Quoc Thang)		1				-
5	Government's incentive. (Rickith Dwi Novianti)	v					

6	Government policy about the permission of business start. (Rickith Dwi Novianti)	v					
7	I hope the experience of ASEAN countries in SMED in rural area are useful for us to study and issue the policies for SMED in the future. (Ha Quynh Nga)	v					
8	Based on the situation and the examples where the country has done well (Jasni bin Jubli)	v					
9	To modify technical support to local authority for rural development (rural development committee). (Sa Siriphong)	v					
10	I expect to adopt and introduce my learnings from this training workshop in my area of jurisdiction and find the way to influence its adoption by my superiors (Salvacion A. Castillejos)		v				
IV	WHAT KNOWLEDGE AND/ OR EXPERIENCES SHARED	IN	TH	E SE	ESSI	ON	S
	YOU EXPECT COULD APPLY IN YOUR COUNTRY'S MSF						
1	Knowledge or experiences about:  a. Effective bureaucracy.		v				
	b. Capacity building. (Edi Yanto)						
2	Difficult from land, finance, personal, etc. (Do Quoc Thang)	V					
3	How the foreign cooperation programme have got involve in the MSE's development. (Rickith Dwi Novianti)	v					
4	The policies in SME development						
	a. A mechanism to access commercial bank loans.						
	b. The decree on encouraging enterprise to invest in rural area		v				
	and agriculture sector.		·				
	Some solution and detail programme about SMED in rural areas.  (Ha Quynh Nga)						
5	Some policy will help to promote for our MSED.(Thein Win)	v					
6	Action plan made by the government at various countries to reduce poor people at rural area. (Jasni bin Jubli)	v					
7	Supporting measures; capacity building for both local authorities, entrepreneurs. (Sa Siriphong)	v					
8	I hope I can use the best practices I learn in my area.(Salvacion A. Castillejos)		v				
V	OTHER EXPECTATIONS:						
1	The committee gather best practices of all participant countries and						
	give it to all participants. (Idee Sasongko)	V					
2	Diagram of local SME's institutional of participant countries. (Idee						
	Sasongko)	L	L	V			
3	I hope I can get friend and network in South East Asia. (Edi Yanto)	v					
4	Gaining knowledge, experience, information from the speakers and						
	other participants about the involvement of foreign cooperation						
	programmes has influence in the development of MSE's, in the	v					
	scheme of access of funding of the MSE's development. (Rickith						
	Dwi Novianti)						
5	I hope some government programs and law and regulation,	v					
	especially form developing countries will be good input into our	ľ					

	training workshop.(Thein Win)							
6	Extend this course to other participants from ASEAN country. (Jasni bin Jubli)	v						
7	Share more implementation processes at various countries. (Jasni bin Jubli)	v						
8	How to SME can access easily to finance. (Sa Siriphong)		v					
Tota	Total		14	4	0	0	0	
					0			
Perce	Percentage		100			0		

Based on the percentage of met expectations (100%), we may conclude that the participants are satisfied with the training programmes they participated.

[As a reference, the scoring range is classified as follows: 81-100% met is Satisfied; 51-80% met is Good; 26-50% met is Sufficient; and 0-25% met is Failed]

# 2. Summary of Evaluations by Training Subject/Resource Person:

No	a1	a2	b1	b2	b3	Score	Relevance	Efficiency	Name
1	4,0	4,0	4,6	4,7	4,4	4,33	4,00	4,56	Сесер
2	3,6	3,8	4,2	3,7	3,9	3,82	3,67	3,93	Fuji
3	4,0	4,3	3,9	4,1	4,3	4,13	4,17	4,11	Dewi
4	3,9	4,1	3,9	3,8	4,3	4,00	4,00	4,00	Simon
5	4,1	4,1	4,2	4,1	4,3	4,18	4,11	4,22	UPK Berbah
6	4,4	4,3	4,3	4,2	4,6	4,38	4,39	4,37	UPK Piyungan
	4,00	4,11	4,19	4,09	4,31	4,14	4,06	4,20	Average

The ranging figures are from 1 to 5. If the average score of all training subjects is closer to 5, it means that all subjects delivered in the Class and Field Sessions are well understood by the participants and most appropriate for them.

[The Class/Field Evaluation Form is attached for reference]

### 3. Result of the Overall Evaluation:

No	a1	a2	b1a	b1b	b2	c1	c2	c3	c4
1	3	5	5	5	5	5	4	3	4
2	4	4	4	4	3	4	4	4	4
3	5	4	4	5	5	4	4	4	4
4	5	5	5	5	5	5	5	5	5
5	4	4	4	4	4	4	4	4	4
6	5	5	5	4	5	4	4	4	5
7	4	5	4	5	5	4	5	5	5
8	4	5	5	4	4	4	4	5	5
9	5	4	4	5	5	4	4	4	5

Total	39	41	40	41	41	38	38	38	41
Score	4,3	4,6	4,4	4,6	4,6	4,2	4,2	4,2	4,6
	4,	44		4,52					
	Total Score							39,7	
					Fi	nal Scor		4,41	

The result also shows that the final score is 4,41, almost 5. The overall training was justified very good.

[The Overall Evaluation Form is attached for reference]

#### VIII. Lessons Learned

On the concluding first and second class sessions, the participants reflected what they learned from the class sessions they participated. Following is what they have learned:

#### Date: 3 December 2012

- 1. The importance of village-based programme for local communities, especially for the poor families
- 2. Technical aspects focusing to micro business sector
- 3. Identification of differences and similarities of policy and practices developed in many developing countries
- 4. Clear criteria of MSED that is a bit different by country
- 5. The importance of SMEs to be developed in ASEAN countries
- 6. Need appropriate policy to support SMEs
- 7. Problems that should be critically identified in order to support SMEs Development
- 8. SMEs are recognized as strategic driving force for economic development and poverty eradication
- 9. Rural area is right place for SMEs development
- 10. SMEs are good for rural and vulnerable groups, hence they need strategy that must be relevant to every region
- 11. Awareness of the importance of all government levels to support SMEs through one stop policy
- 12. Identification on the critical factors to formulate workable strategy for SMEs development
- 13. How SMEs could play big role in economic development
- 14. How SMEs could survive during crisis time
- 15. Understand the differences between pros and cons for SMEs development
- 16. Awareness that SMEs development is good way to help the poor
- 17. Why SMEs can adjust themselves to any conditions

#### Date: 4 December 2012

- 1. We know where to go and how to get there
- 2. Sharing of existing programmes in some countries for possible future cooperation
- 3. Why we need sound policy for SMEs development
- 4. The need for frequent monitoring and evaluation regulated by parties concerned
- 5. Case of the Farmers Bank which is the 'Not Not Scheme (not cooperative and not bank) that successfully capitalizes money as the main business
- 6. The substances articulated in the country papers are the good lessons that basically the SMEs development is intended to reduce poverty
- 7. The importance of synchronization of A-B-G roles (Academy-Business-Government) as strategic effort to empower SMEs
- 8. Efforts to promote and support SMEs in all areas, not necessarily limited in rural area
- 9. Strategy of MSED focusing on the poor
- 10. Characteristic challenges in assisting MSED
- 11. Role of government in providing loan & grant
- 12. Similarities of many developing countries in the legislation, capital, up-scaling programme for MSED
- 13. Identification of common problems that countries can learn each other for possible possible cooperation
- 14. Role of civil society (NGOs, farmer's organizations, etc) to complement the government's role
- 15. Role of private sector to strengthen MSED
- 16. Understanding the different scheme and mechanism based on country's condition

#### IX. Conclusion and Recommendation

The overall implementation of the training programme on micro and small enterprises development in rural area is well organized, both substantially and logistically, to meet the training objective.

However, there are some good feedbacks from the participants expressed during the overall evaluation that could be accommodated in future similar training, as follows:

- 1. Field study is not necessarily to visit several sites, but a one-day comprehensive field study at a carefully selected best practice one is more appropriate and more technically experienced.
- 2. Country reports might be more productively shared if the Committe provides a standard format beforehand as basic reference for participants.

The Committee recommends to hold another similar training course in near future, however the theme and methodology should be more practical based as suggested by participants.

### **ATTACHMENTS**

1

# = EVALUATION FORM FOR CLASS SESSION =

### **TOPIC EVALUATION**

International Training Workshop on Micro and Small Enterprises Development in Rural Area Yogyakarta, 3 – 7 December 2012

Name of Topic :

Name of Trainer/ : Resource Person

Date : Time :

#### Instruction:

Use the following score to indicate the extent to which you agree or disagree with each of the statements below.

# Score Code:

Strongly disagree = 1
Disagree = 2
Neutral = 3
Agree = 4
Strongly agree = 5

If you have any comment, please write down on the space at the end of each item.

# **BLOCK A: RELEVANCE**

A1. I was able to understand the content of this subject or able to practice/operate the technique as suggested. (Level of Understanding)

1 2 3 4 5

#### Comment:

A2. Knowledge/skills gained from this subject could be applied to my working responsibility. (Level of Application)

1 2 3 4 5

### Comment:

# **BLOCK B: EFFICIENCY**

B1. Documents provided (Training Materials) are appropriate and useful.

1 2 3 4 5

Comment:

B2. The Trainer/ resource person is professional (Method of instruction, Communication skills: clear explanation, clear answers to questions)

1 2 3 4 5

Comment:

B3. The time given was appropriate.

1 2 3 4 5

Comment:

2

= EVALUATION FORM FOR FIELD SESSION =

#### FIELD EVALUATION

International Training Workshop on Micro and Small Enterprises Development in Rural Area Yogyakarta, 3 – 7 December 2012

Name of Field :

Name of Trainer/ Resource Person

Date : Time :

#### Instruction:

Use the following score to indicate the extent to which you agree or disagree with each of the statements below.

Score Code:

Strongly disagree = 1
Disagree = 2
Neutral = 3
Agree = 4
Strongly agree = 5

If you have any comment, please write down on the space at the end of each item.

# **BLOCK A: RELEVANCE**

A1. I was able to understand the micro and small enterprises of	deve	elop	me	ent	
by low income people. (Level of Understanding)					
	1	2	3	4	5

Comment:

A2. Knowledge/skills gained from this field visit could be applied in my country. (Level of Application)

1 2 3 4 5

Comment:

# **BLOCK B: EFFICIENCY**

B1. Documents provided (Training Materials) are appropriate and useful.

1 2 3 4 5

Comment:

B2. The Facilitator/ resource person is professional (Method of instruction, Communication skills: clear explanation, clear answers to questions)

1 2 3 4 5

Comment:

B3. The time given was appropriate.

1 2 3 4 5

Comment:

### = OVERALL EVALUATION FORM =

#### **OVERALL EVALUATION**

International Training Workshop on Micro and Small Enterprises Development in Rural Area Yogyakarta, 3 – 7 December 2012

#### **Instruction:**

Use the following score to indicate the extent to which you agree or disagree with each of the statements below.

### Score Code:

Strongly disagree = 1
Disagree = 2
Neutral = 3
Agree = 4
Strongly agree = 5

If you have any comment, please write down on the space at the end of each item.

# **BLOCK A: RELEVANCE**

A1. The knowledge and practices of MSED in Rural Area seem workable in my country.

1 2 3 4 5

#### Comment:

A2. The contents of the course (how to understand, operate and manage Micro and Small Enterprises Development (MSED) in Rural Area meets the needs in my country.

1 2 3 4 5

Comment:

# **BLOCK B: EFFECTIVENESS**

### **B1.** I was able to achieve the following objectives of this course:

a. Knowledge and practices of MSED in Rural Area.

	1 2 3 4 5
Comment:	
<ul> <li>Knowledge on how UPK Berbah and UPK Piyungan MSED in Sleman and Bantul Districts (Rural Area).</li> </ul>	can support the
	1 2 3 4 5
Comment: <b>B2.</b> The course contents are clearly related to your present or future works.	
Comment:	1 2 3 4 5
BLOCK C: EFFICIENCY	
C1. This course has covered the subjects that I expected.  Comment:	1 2 3 4 5
C2. In general, the study visits arranged were suitable to hel understanding or further improve my skills on each subjection.	· · · · · · · · · · · · · · · · · · ·
	1 2 3 4 5
Comment:	
C3 I consider the course is "timely" implemented according to	to the country's

1 2 3 4 5

Comment:

C4. One-week course is appropriate.

1 2 3 4 5

Comment:

# SELECTED PHOTOS



Group photo of Participants and the VIP Guests



Opening Session



Class Session





Field Visit to UPK Piyungan, Bantul District



Closing Session: Certificate Awarding



Closing Session: Certificate Awarding



Closing Session: Participants' Representative's Vote of Thanks



Closing Session: Assistant Head for Administration and Finance of SOCSEA's Speech



Closing Session: Assistant Director for Programme of NAM CSSTC's Speech