


インドネシアデザイン振興計画

事前調査報告書

1998年1月

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国際協力事業団
鉦工業開発調査部

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1 調査団派遣の経緯と目的と背景

(1) 経緯

- 1997年2月：インドネシア政府からのデザイン振興に関する包括的なマスタープランの策定調査の要請
- 1997年8月：プロジェクト形成基礎調査団派遣
- 1997年9月：本案件の採択を経て

(2) 目的

- S/Wの署名
- 調査の実施細目についての合意形成

2 調査・協議結果

(1) 基本的事項

協同組合・小企業省を中心とした関係者との協議を経て、協力の枠組みと内容について合意が成立し、12月2日午後、S/W及びミニッツへの署名を行った（先方署名者、Anwa Sprijadi 小企業振興総局長、当方加藤）。

(2) 合意内容

合意内容は、次のとおり（基本的に、当初の日本側対処方針の範囲内。）

1 調査の枠組み

デザイン振興に関するマスタープランの策定を行う。

(1) マスタープラン策定に向け、デザイン振興に関する政策・制度面、(2) 民間セクターを中心としたデザインの実態面の2つの側面から調査を行い、現状、問題点を把握し、改善のための提言を行う。

併せて、目に見える形での成果をつくること、及びデザインづくり、デザイン開発体制のあり方を含めた技術移転を行うことを目的として、専門家を組合、企業などに派遣し、実地での指導も行う。（以下、「ケーススタディ」という。）

2 調査対象分野・調査対象地域の限定（ミニッツ添付の表 [p.] ご参照）

調査の範囲は、プロ形時の合意のとおり、次の4の表の左覧の4分野であり、今回、協議の結果、同表の右覧のとおり取り扱う具体的なサブセクターについて合意した。

調査で扱うデザインの領域	サブセクター	地域	ケーススタディ
インテリア	木製家具及び籐家具 その他	チレボン、 ジュバラ	○
インダストリアル	家電製品 軽機械類	ジャカルタ、 バンドン	○（いずれか）
クラフト	木製クラフト 竹製クラフト 革製クラフト セラミック製クラフト	バリ、Plered、 バンドン、 ジョクジャカルタ	実施せず
パッケージ	食品包装、クラフト製品 包装、その他	ジャカルタ	○（いずれか）

なお、これらの各品目について、どの程度、深い調査ができるかについては、各サブセクターの実態と、日本側調査団構成によってある程度影響を受けることが予想されたため、調査の深度にはサブセクターごとに差があり得る旨を、ミニッツに記載した。

なお、調査対象地域に関しても、候補が挙げられているが、これも暫定であり、企業情報をもとに第1次現地調査または第2次現地調査の初期の段階までに絞り込むこととした。

3 ケーススタディ

ケーススタディの対象先を、企業と限定せず、組合や団体をも含めることとした。これは、ケーススタディの考え方に若干の深化があったことによる。すなわち、ケーススタディは、当初、調査団内のイメージは、特定の企業に入り込んで、製品デザイン開発を支援する、というものであったが、その後、現地での調査と協議を重ねるにつれ、「企業群（または組合）を対象に、発展の戦略をともに考え、その過程で、デザインをどのように活かすかについて、個別製品のレベルに降りて指導を行う」というようなアプローチの方が有効であろうとの認識が得られた、という事

情による。また、特定企業に入り込むにしても、単独の社を相手にするのではインパクトが少なく、ある程度の広がりを持たせることが必要であろうとの配慮もあった。

なお、ケーススタディの対象は、第2次現地調査中に候補の中（上表右欄＝ミニッツのAppendex 3）から決めることとする。

(3) その他の調査・協議事項

1 M/Pに含まれる項目の増補

M/Pに含まれる項目に関して、インドネシア側からの要望に基づき、若干の追加修正を行い、SAWに記載した。

- ・「インドネシア・デザイン・センターの強化」という項目の追加（同センターをデザイン振興の拠点としたいとの先方意向に基づくもの。）。
- ・「デザイン振興における他機関の役割」という項目の追加（工業省、教育省などの機能強化についても触れてほしいとの先方意向に基づくもの。）。
- ・「アクション・プラン」について、短期、中期、長期のそれぞれを作成することの明示的な表現（これは、対外的〔特に政府首脳レベル〕に対してデザイン振興政策の重要性を訴える際に、中・長期的プランが是非とも必要であるとの先方認識に基づくもの。）。

2 カウンターパート機関の体制

本案件のために、協同組合・小企業省を中心とした、ステアリングコミッテイー、エグゼキューティングコミッテイーが設置されているが、本格調査実施にあたり、必要があれば、調査対象サブセクターの業界団体等も両委員会のメンバーに加えるよう、検討方インドネシア側に依頼し、その旨ミニッツに記載した。

3 カウンターパート研修

先方からは、カウンターパート研修員を最低4名以上受け入れてほしい旨の発言があった。これは、コンサルタントの国内作業期間中に、カウンターパートが共同作業したい、との要望に基づくものである。これに対し、当方からは、とりあえず、2名までは受け入れの用意がある旨、ミニッツに記載した。

4 ローカルコンサルタント

ケーススタディの際に、デザインについて知見のあるローカルコンサルトを雇

用し、協力を得る必要性が生じる見込みであり、そのためのローカルコンサルタント（主としてデザイナー）の確保について、JICA側に費用負担の用意がある旨を、ミニッツに記載した。

5 業界団体訪問

調査対象となっている2団体（家具協会（アスミンド）、家電協会（エレクトロリンド））を訪問した。いずれも、調査に関心を示し、情報提供、会員企業訪問のアレンジ等について、前向きに対応する用意があるとの姿勢が見られた。

6 インドネシアデザインセンターにおけるプロジェクト方式技術協力に関して

本案件の要請では、インドネシアデザインセンターにおけるプロジェクト方式技術協力を期待しており、今回の協議時にも先方（シホンビン大臣顧問）から、何度か、そのような発言があった。ただし調査団は、プロジェクト方式技術協力へつなげるための開発調査ではないと位置づけた対処方針をもって協議に望んでおり、S/W、ミニッツにはいっさい、記載なし。

(4) 調査団構成

団長／総括	加藤 宏	国際協力事業団工業開発調査課長
デザイン振興政策	延命 偉邦	通商産業省デザイン政策室
デザイン行政	坂下 仁志	大分県産業科学技術センター主幹研究員
調査企画	中村 覚	国際協力事業団工業開発調査課

(5) 調査日程

11月25日(火)		移動(東京～ジャカルタ)
11月26日(水)	午前	大使館、JICA事務所訪問
	午後	協同組合・小企業省訪問
11月27日(木)	午前	S/W(案)協議
	午後	インドネシアデザインセンター訪問
11月28日(金)	午前	移動(ジャカルタ～チルボン)
	午後	JODC専門家山川氏訪問、工場見学
11月29日(土)	午前	籐生産者組合、家具協会チルボン支部訪問
	午後	移動(チルボン～ジャカルタ)
11月30日(日)		資料整理
12月1日(月)	午前	家具協会訪問
	午後	ミニッツ協議

12月	2日(火)	午前	家電協会訪問
		午後	S/W、ミニッツ署名、JICA事務所にて打ち合わせ
12月	3日(水)	午前	大使館報告
		午後	JICA事務所報告、移動(ジャカルタ発)
12月	4日(木)		移動(東京着)

3 今後の予定

今回、インドネシア側との合意が形成されたことを受け、今後、次のようなスケジュールで、調査を実施する予定。

- 9年12-10年2月：コンサルタント選定手続き
- 10年2-3月：コンサルタントの国内準備作業
- 10年3月：第一次現地調査(約10日-2週間)：←打合せミッション
- 10年5月-7月：第二次現地調査(実質約10週間)
- 10年10月-12月：第三次現地調査(約2カ月)
- 11年3月：ドラフト・ファイナル・レポート説明ミッション(約2週間)
- 11年5月：ファイナル・レポート提出。

4. 今後の調査にあたっての留意事項

本振興計画を一過性のもにすることなく、発展性ある事業にするために、あえてS/W及びミニッツを掘り下げてレビューすると、次のような課題が抽出される。

(1) 課題

1 ケース・スタディの意義

イ国の小企業にデザインに対する知識、技能（デザイン力）が欠如していることは明らかであり、何らかの支援が必要なことには疑いはない。反面、大企業においては、ある程度のデザイン力を保有しているという事実があることから、ケース・スタディの実施のみに焦点を当てて考えた場合、我が国が国際協力というスキームで、ケース・スタディをとおしての技術移転を行うことの必要性については、若干の疑問が残る。

それは、国際協力スキームを用いずとも、大企業から中企業、小企業へといった国内技術移転を行うことで、対応が可能であるのではないかという疑問である。一方、イ国の産業構造の実態（大企業経営者の大勢が華僑）を考えると現時点では、国内技術移転の実施は困難。また、マスタープラン策定の過程において、目に見える形で成果をつくるためのケース・スタディの実施は、本マスタープランを説得力あるものにするという観点においては、非常に有効な手段である。

従って、このパラドックスをどう解くかが課題。

2 相互利益の模索

① 本振興計画をイ国に対する純粋経済支援、つまり狭義に経済大国としての途上国に対する責務としての支援としてのみ、捉えるならば、マスタープランの策定を行うことにより、その目的を達成することは、十分に意義はある。

しかし、国内における景気低迷、先行不透明感の中、活力を失っている日本経済を中小企業をとおして活性化させる道をも探る必要がある。

勿論、国際協力のあり方を歪める程度の戦略は適当ではないが、我が国の経済状況をも鑑みれば、イ国に不利益を生じさせぬ範囲で我が国への利益も探り、ひいては、日伊双方に益が生じる方向を見いだすことも課題。

② また、ますますボーダレス化の度合いが深化する世界経済において、アジア

域内における生産の棲み分け、或いは協力体制が必要不可欠となる。その中で、長期的なビジョンを持たず、途上国からの要望に対して、ただ応えることで、完結するのでは、将来的にみて、我が国が自らの首を絞めることにもつながりかねない。そこで何らかの防御策を検討し、予防線をはっておくことも課題。

(2) 対策

1 ケース・スタディ実施によるパラドクスの解消

マスタープランを作成することを主眼に考えた場合、ケーススタディを実施することは、相当程度有効であり、行った方がよいが、そもそも論（技術移転の在り方）との間に生じたパラドクスを解くためには、このケース・スタディによる技術移転をデザイン振興計画を実施する際の初期段階としての手法であると位置づけた上で、並行して、イ国内における国内技術移転システムの構築を検討、確立し、その在り方を提案する。

具体的に、マスタープランに盛り込む事が必要。

2 我が国へのフィードバック

日伊間双方に益を生じさせるという視点から、主に我が国に利益を生じさせるための対策としては、以下のことが考えられる。

①日伊間の貿易振興へのサポート

イの輸出振興という位置づけから、一歩踏み出して、日伊間の貿易振興と捉え、日企業にイ国の国内事情及びイ国企業の信用力等の情報を与えることにより、我が国企業（特に地方に所在する中小企業）がイ国との取引あるいは同国への進出が安心して行えることにより、両国の貿易が活発化することを間接的にサポートする。

具体的には、マスタープラン作成の過程で調査した結果を国内開示する。

※ 地方に所在する中小企業が、中央を経由せず、イ国政府または同国企業とダイレクトに交流を行える方向が望ましい。

②地方振興策のヒントの提供

我が国、特に地方に所在する中小企業の実態は、発展途上国企業とオーバー

ラップする部分もかなりあることから、マスタープランを国内にも開示することにより、地方自治体における地方振興策の参考に資する。

③知的財産権のエンフォースメントに向けてのインフラ整備

アジアにおいて我が国の特許侵害、模倣等が広がり、知的財産権の十分な対価を得られないまま、我が国が多大の損失を被っている中で、イ国においても知的財産権の法整備を行うことが必要である。

そのための、前段階として、セミナー等の場において、知的財産権に対する啓蒙を行うことにより、権利意識の高揚を図り、法整備に向けての環境整備を図る。

④今後の協力体制の構築

デザインという非常に創造力を要する分野においては、逆に既成概念・事実にとらわれぬところにおいて、素晴らしいアイデアが発生する可能性も高い。

そうした中で、日伊間において相互に協力できるシステム作りの検討を行うことは有益。

5 デザインの観点からの留意事項

チルボンにおける籐家具は、山川専門家の係わる工場しか見ることができなかったが、ほとんどの工程が手作業によるものであることから、さほどの違いがないと思われる。デザインの質、製作段階でのデザインへの忠実度、従業員の技能の質が製品グレードとして反映されると考える。

むしろ籐家具産業の規模、チルボンという町にとっての籐家具の位置ということでは、ラタンストリートとも言える街道筋に展開する小売店の質、量が示していると考えられる。日本各地にも様々な製品産地があるが、チルボンの様な雰囲気を持った産地はそれほど多くない（良い意味で）。地域特性（世界規模で）の高い素材、木材に比較して成長の早い素材である籐ということで、持続性、環境負担度等これからの時代にふさわしいものと考えられる。問題点としてはこれも日本における伝統的な産業が陥っていることと同様に、世界中に様々な気候風土、生活スタイル、生活グレード等があることを本当に実感した上で製作していないと言うことである。製品の品質以上に、どのような生活スタイルに向けて作っていったらよいかの認識が持っていないことであろう。

また、世界的に製造業より流通業の方が力を持った今日、中小零細企業は同業種間の結束を保った上でそれぞれの企業が特色ある製品を持つようならなければ、先進国に輸出された場合の小売り時点の価格、価値に見合った製造業としての分け前にはあずかれないであろう。

いわば籐家具を誇りに思う人がたくさんいる「産地デザイン」、しっかりした組合組織を維持運営していく「組合デザイン」、良い製品をコンスタントに生み出せる「製品デザイン」、これらのことを世界に上手に発信していくための「情報デザイン」など、産地形成が進んでいるからこそ大枠から整えていくことが重要ではないかと考える。

技術と技能の違いについてよく議論されるところであるが、個々人の業績を積み重ねてより高度なことへと進めるものが技術だとしたら、技能はその人限りに止まることを指す場合が多い。デザインとはといえば、産業革命後の量産技術確立時点では「馬子にも衣装」的な働きを期待され、そのまま今日まで来た弊害なのか、先進国においてさえデザインがまっとうに理解されているとは言い難い状況にある。例えば、誰もが「この商品、デザインは良いけれど使い勝手が悪いね」と言う。使い勝手が悪いと言うことはすなわちデザインが悪いと言うことなのに、その程度の理解が大勢である。また、同じ教育を受けても同じ理解レベルならないというブラックボックス的要素も残る。先進諸国の工業製品からエンブレムをはずしてみると、生産国はおろか製造メーカーさえわからないのが普通である。要するに工業発展とは無名化することと言っても過言ではない。だからこそどの企業もブランド確立を、CI確立を目指すとも言える。ちなみに川合専門家も言っていたがインドネシアにおける「パナソニック」と「ソニー」の企業・製品イメージは日本のそれとは反対になっているそうである。スポーツの世界で「イメージトレーニング」という方法が盛んであるが、一般消費者は企業のPR戦略によって常に「イメージトレーニング」させられ続けていると言っても過言ではない。

今回インドネシアにおけるデザイン振興のための本格調査の対象分野がインテリア（木製家具、籐家具）、インダストリアル（家電製品、軽機械類）、クラフト（木製、竹製、革製、セラミック製）、パッケージ（食品包装、クラフト製品包装）に決まったが、それぞれステージの異なるものであるという問題を孕んでいるコトに留意する必要がある。これはインドネシアに限ったことではないが、デザインの領

域とは異なるステージの違いとも言える。それぞれが別物として並列的にあるのではなく、荒っぽく言って下記のようにスパイラル的に繋がりに連関しているものと捉えた方が自然である。

(製品 - - - 製品のデザイン) → (製品を包装する - - - パッケージのデザイン)
→ (製品をPRする - - - 視覚伝達メディアのデザイン) → (使う - - - 室内外とモノ同士の関係のデザイン) → (廃棄・リサイクルする→環境のデザイン) → (複合的に絡んだ結果としての生活環境をマーケティング) → (((製品のデザイン)))

上記に加えて、無名化をより進めるべき領域と民族的な特徴をより固有化すべき領域とが複雑に絡んでくる。

デザイン振興と製品デザインの高度化は自ずから異なる。どこに視点を置くかにもよるが、日本をはじめとした先進国の現状を見たとき、あるいは物質的豊かさは達成されたがという言い方を聞くときデザイン振興の道遠しと感じてしまう。

途上国といわれる国におけるデザイン振興の基本的な難しさを感じる。

便宜的にデザインはその扱う領域やプロセス、背景となるとなる技術等で区分されてはいるもののいたって輪郭は不明瞭である。

加えて生活・行動・行為等の社会的動物としてのヒト、何万年かをかけて進化してきた生物としてのヒトを知ることがデザインを進める上で必須となっている。その上に時間を過去へも広げたように新旧が混沌とした途上国の生活実態。また今日では「持続可能」というキーワードから理念の具現化をデザインであるとする考え方も大きくなっている。

要素すべてが掴みにくい。

TERMS OF REFERENCE

INDONESIA

DESIGN PROMOTION

1997/98

Prepared by:
MINISTRY OF COOPERATIVES AND SMALL ENTERPRISES
DIRECTORATE GENERAL OF SMALL ENTERPRISES DEVELOPMENT

1. BACKGROUND

1. History of Development of the National Design Center

The advance preparations in respect of Indonesia's participation with the 1970 EXPO, Osaka, Japan have basically initiated the establishment and growth of the National Design Center. The first step then taken by BAPPENAS (National Development Planning Board) was to form a Design Team. The task designated to this Team was to plan exhibitions either of a statistic nature or which represent dynamic shows. Sensing that the effects produced by such a task will be of national importance, the Team assumed the responsibility of planning events which represent a true interpretation of Indonesia's abundant natural resources and heritage. For this reason they believed that it was important for Indonesia to have a Design Center which is capable of dealing with design strategies in an integrated fashion.

Meanwhile, concepts in approaching preparations of the EXPO 70 have further developed and upon the initiative of the Department of Trade who worked together with the Department of Industries and UNINDO, the first design seminar was held in Indonesia and was attended by government authorities, professionals/designers, lawyers, the business community as well as observers interested in this field. The seminar produced a recommendation for the government which deals with design development strategies.

Hence, in 1985 the Junior Minister for UPDN together with the Research Center of Bandung Institute of Technology, initiated a study on the establishment of a design center in Indonesia. From the study, 84% of the respondents which consists of medium and small scale entrepreneurs, wanted to see the establishment of a design center which will be capable of improving the quality of their products.

10 Years later, in 1995, based on the previously mentioned concepts, and to accommodate the aspiration of the designer communities, design experts of universities, designers associations and the business community, the Minister for Cooperatives and Small Enterprise Development then took the initiative of establishing the National Design Center.

The first step following this decision was to form a Work Team by Decree of the Minister of Cooperatives and Small Enterprise Development, No. 288/Kep/M/11/1995 dated February 10, 1995. The team was then assigned the task of preparing such matters necessary related to the establishment of a National Design Center. With a further Decree of the Minister of Cooperatives and Small Enterprises Development, No. 824/Kep/M/IX/1995 dated September 11, 1995, the National Design Council was formed which memberships comprise related agencies, design experts, professional designers of design associations, businessmen and design institutions.

With respect to the realization aspect of the program, the National Design Council appointed an Executive Director under a written authorization No. 01/DDN/III/1996 dated March 19, 1996. The Executive Director was entrusted with the task of overseeing the day-to-day operations.

Within a period of 2 years the National Design Center has accomplished various activities in effect of development of designs. These among others, include a product design contest, a seminar and workshop in collaboration with the Japan Design Foundation, and a training program on upgrading potential designs for small scale business operators, and so forth. The product design contest in particular, became an annual event, in which contestants competed for the Nirmana Trophy award.

The objective set for the National Design Center is to improve the quality of designs of Indonesian manufactured products, so that the products meet competitive standards that enable producers to expand

their marketing scope both to overseas as well as domestic markets. Small and Medium Enterprises are the target of the program.

2. Problems related to design development

Those constraints met in the above efforts concern the persisting-unsubstantial government policies which should be aimed-at generating a good sense of design both for its apparatus as well as the society in general. As a result, with a view of realizing the various activities, the government could start from the "demand in design" aspect and use it as reference in developing products, particularly for non-oil products. The lack of a "good sense for design" among the society as well as the business communities, represent a major constraint for the National Design Center in its campaign of "Good "Good designs".

Apart from the above, this year's decline in foreign investments in Indonesia, in terms of capital, although the number of business lines tend to increase, particularly in the small scale industrial sector, indicates that the sector of small scale industries is thus facing a serious threat, and such represents a challenge for Indonesia.

In facing the challenge, the role of small scale industries as an economy motivator must be improved. A basic foundation to such effect is to make corrections in the design of several specific products.

In facing the globalization era, it is essential for Indonesia to be aware of the fact that design plays a significant role in supporting manufacturers to create their "own-brand". Design represents a strategic factor in product development, particularly if it concerns non-oil export products which are significant to the economy development.

3. Design institutions

Although design development in Indonesia is still new, several institutions and organisations have already proceeded with this

particular segment according to the existing condition of their respective establishment.

Such represents a favourable resource in strengthening the presence of the National Design Center especially in formulating general measures in respect of developing national design capabilities, so that all available resources can be maximally mobilized in the interest of the national economy development.

Those institutions are as follows :

- Dekranas : National Handicraft Council
- YPDKI : Foundation for the Development of Indonesian Handicraft Design
- ADPI : Association of Indonesian Product Design
- ADGI : Indonesian Graphic Design Association
- APPMI : Association of Indonesian Fashion Designee and Entrepreneurs
- HDII : Society of Indonesian Interior Designers
- Higher Education: FSRD-ITB, ISI-Yogyakarta, FSRD-Tarumanegara , FSRD-Trisakti, Udayana University, Bali, etc.
- Indonesian Batik Foundation
- Multivarious Industrial Design Promotion and Development Center, Department of Industries and Trade

4. Condition of Small Scale Entrepreneurs

In the structure of the national business world, small scale entrepreneurs group forms the majority, namely 99% of the number of national entrepreneurs, totaling 34,2 million. From that figure 97,6% small scale entrepreneurs, who generate a total sales volume below Rp. 50 million and the balance, i.e. 2,3% represent small scale entrepreneurs with total sales volume between Rp. 50 million to Rp. 500 million per annum. On the other hand their share in the PDB only reached 35,5%. A weak management, especially in anticipating market demand, represents their main constrain.

The importance of design as yet is still not fully sensed by the industrial society, especially the small scale industries. Likewise their capability to develop designs on their own is still very low. If it comes to design, small scale entrepreneurs are generally inclined to take orders from their consumers or resort to duplication or imitation. This makes their bargaining position indeed very weak.

With regard to design guidance, the National Design Center identified the total number of those small scale entrepreneurs whose products are much related to design to 11 million, each for the following sectors : industrial, trade, services, transportation and construction. Whereas those who are directly related to design number 3,36 million of the above figure, namely for the industrial and construction sectors respectively.

5. Economic growth

Throughout the past years Indonesia's economic growth proceeded at a relatively high rate, namely at an average rate of 7% per annum. The ADB (Asian Development Bank) even predicted a higher economy growth for 1996, namely 7,8%. Viewed from the PDB aspect, this figure represents a rapid pace. Compared to the 1965, Indonesia's PDB only amounts to US\$ 4 billion, however 25 years later the PDB increased to US\$102 billion and is the biggest in South East Asia.

Thailand has only reached US\$ 80,1 billion; the Philippines US\$ 43,8; Malaysia US\$ 42,8 billion and Singapore US\$ 34,6 billion.

This achievement has been credited to the economy motivators which comprise of state owned companies, cooperative and small scale entrepreneurs and national private companies. Particularly on the role of small scale businesses, a research indicated that their donation to the PDB amounts to 38,85%.

This role will definitely increase if the correct guidance can be provided particularly in the design field because design has a wide impact on the living process. A touch of design provides a relatively high added value to a product, and produces a competitive product.

6. Impact on Globalization

Global economy is in fact a pattern of the world economy where the economy system forms a uniform entity. Borders between states are ignored and carry the spirit of trade liberalization by letting the market mechanism develop entirely on its own.

Such condition means that products that have been produced must possess a standard of quality which meets the market demand. The market complexity as well as rapid changes motivates the importance of the role of design in the production process. Design is a process in production planning which puts into consideration various aspects, starting from market taste, production process, raw materials, technology, costs, function, manpower to comfort and esthetics. These elements are meant to increase the competitive edge of a product in the global market.

II. PURPOSE OF THE STUDY

By duly considering the problems that are faced, in particular the global market as well as efforts to optimise the existing resources, the study on design development in Indonesia is directed towards formulating the national policies and strategies on design and the Master Plan of developing design in Indonesia.

III. STUDY SITES

The study will take place all over Indonesia. Such makes it necessary considering Indonesia's huge population (200 million) and its distinct ethnics and cultures (300 ethnic groups) each possessing their own unique arts and traditions including design creativity. This condition forms a strong basis for the development of design which has its roots with the local cultures.

IV. SCOPE OF THE STUDY

In accordance with the purpose of the study as well as design concept which covers all aspects of life therefore, the scope of the research shall cover various fields, namely : development of small scale business, tourism industry, science and technology, agriculture, trade and industry, design education, regulations related to design and the development of the National Design Center.

V. STUDY AGENDA

The design development study will commence in 1997/98 and is to be continued with project-type programs which will start in 98/99 to 99/2000. Furthermore in 2000/2001 through 2003/2004 the results of the research may already be put to use in the framework of the forthcoming AFTA implementation. At the end of the research, the final report shall be compiled by JICA and its Indonesian counterpart.

VI. OTHERS

1. The responsible Institution and implementation of the study.

In order to realize the design development study, the Indonesian government looks forward to the assistance of the Japanese government. The responsible institutions will be the Department of Cooperatives and Small Enterprises Development, whereas the executing institution will be the Directorate general of Small Enterprise Development.

In relation with the National Design Center, the Department of Cooperatives and PPK c/ Directorate General of PPK shall form a Steering Team consisting of the National Design Council, National Design Center and related agencies who are designated to provide guidance.

Besides a Steering Committee a counterpart team shall be formed and this comprise the Executive Board of the National Design Center and Designers Association who will function as the counterpart of the JICA Study Team.


2. Budget


In the frame work of realizing the design development study the Indonesian government shall make supporting funds available, which are sourced from the State Budget, amounting to US \$ 50,000.-

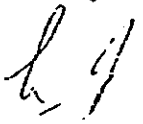
Scope of Work
on
the Study on Master Plan for Design Promotion
in the Republic of Indonesia
agreed upon
between the Representatives
of
the Ministry of Cooperatives and Small Enterprises
of the Republic of Indonesia
AND
the Japan International Cooperation Agency

Jakarta, December 2, 1997




Anwar Suprijadi
Director-General of
Small Enterprises Promotion
Ministry of Cooperatives and
Small Enterprises
Republic of Indonesia


Hiroshi Kato
Leader
Preparatory Study Team
Japan International Cooperation
Agency
(JICA)



I. INTRODUCTION

In response to the request of the Government of the Republic of Indonesia (hereinafter referred to as "GOI"), the Government of Japan decided to conduct the Study on Master Plan for Design Promotion in the Republic of Indonesia (hereinafter referred to as "the Study") in accordance with the relevant laws and regulations in force in Japan.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programs of the Government of Japan, will undertake the Study in close cooperation with the relevant authorities concerned of the Republic of Indonesia (hereinafter referred to as "the Republic").

The present document sets forth the scope of work with regard to the Study.

II. OBJECTIVE OF THE STUDY

The objective of the Study is to formulate a master plan of design promotion in the Republic of Indonesia, with a view of improving the international competitiveness of industrial products of Indonesia. It is expected that the master plan compiled by the Study will serve as a basic reference material for the GOI on which to develop its mid- and long-term design promotion policies.

In formulating the master plan of design promotion, the Study will place an emphasis on the following categories of design for in-depth coverage:

- Interior design
- Industrial design
- Craft design
- Package design

III. SCOPE OF THE STUDY

In order to achieve the above objective, the Study will cover the following items:

1 General Background Review of Economic and Social Conditions of Indonesia with Special Reference to Design Promotion

- 1-1 International competitiveness of Indonesian industrial products
- 1-2 Need for the promotion of supporting industry and/or small and medium scale enterprises
- 1-3 Conservation and development of Indonesian cultural and historical assets and diversity

2 Review of Design Promotion Activities in Indonesia

2-1 Identification of important actors in the public, private (indigenous and foreign) and educational sectors:

2-2 Survey of roles, functions, and activities of these actors in design promotion

3 Study on Present Situation of Design in the Republic

3-1 Survey of present situation of design by the private sector

(1) Present situation of use of design in product development by small and medium scale enterprises:

- Outline of enterprises
- State of use of design in product development
- Identification of needs for and/or room for improvement

(2) Present situation of use of design in product development by large enterprises:

- Outline of enterprises
- State of use of design in product development
- Identification of needs for and/or room for improvement

(3) Survey of general awareness of various customers and buyers of Indonesian products (both domestic and foreign) on the importance of design

3-2 Survey of the working environment of designers in the Republic

- Working conditions of designers
- Demand and supply of designers
- Training system of designers

4 Case studies on the selected model sub-sectors(*)

(*) The following three (3) sub-sectors will be selected for case studies:

- a sub-sector from the category of industrial design
- the wooden furniture sub-sector
- a sub-sector in the packaging industry

4-1 Evaluation of the design of the products;

4-2 Practical technical guidance or the improvement of the design of the products;

4-3 Organization of (a) workshop(s) on the effects of design improvement

5 Formulation of a master plan for design promotion

- 5-1 Objectives of design promotion
- 5-2 Basic strategy for design promotion
- 5-3 Specific tasks for the private sector
- 5-4 Supportive policy measures for design promotion from the public sector
 - Financing system / Subsidy / Qualification system / Human resources development / Laws and regulations / Design award system / others
- 5-5 Measures for the strengthening of the Indonesian Design Center and development of other core institutions for design promotion
- 5-6 Specific role of various related institutions for design promotion
- 5-7 Lessons learned from the case studies
- 5-8 Specific action programs (short, mid and long term) with a rough cost estimation

6 Conclusion and recommendations

IV. WORK SCHEDULE

The Study will be carried out in accordance with the attached tentative work schedule.

V. REPORTS

-JICA shall prepare and submit the following reports in English to the GOI in accordance with the attached tentative work schedule:

- Forty (40) copies of the Inception Report
- Forty (40) copies of the Progress Report I
- Forty (40) copies of the Interim Report
- Forty (40) copies of the Progress Report II
- Sixty (60) copies of the Draft Final Report
- Sixty (60) copies of the Final Report

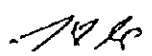
VI. UNDERTAKINGS BY THE GOVERNMENT OF THE REPUBLIC OF INDONESIA

1. To facilitate smooth conduct of the Study, GOI shall take necessary measures:

1-1 To secure the safety of the study team.

1-2 To permit the members of the Japanese study team to enter, leave and sojourn in the Republic for the duration of their assignment therein, and exempt them from alien registration requirements and consular fees.

- 1-3 To exempt the members of the Japanese study team from taxes, duties and other charges on equipment, machinery and other materials brought into, and out of, the Republic for the conduct of the Study.
 - 1-4 To exempt the members of the Japanese study team from income tax and charges of any kind imposed on, or in connection with, any emoluments or allowances paid to the members of the Japanese study team for their services in connection with the implementation of the Study.
 - 1-5 To provide necessary facilities to the Japanese study team for remittance as well as utilization of the funds introduced into the Republic from Japan in connection with the implementation of the Study.
 - 1-6 To secure permission for entry into all areas concerned for the implementation of the Study.
 - 1-7 To secure permission for the Japanese study team to take all data and documents including photographs and maps related to the Study out of the Republic.
 - 1-8 To provide medical service as needed. (Its expenses will be chargeable on members of the Japanese study team.)
2. GOI shall bear claims, if any arise, against the members of the Japanese study team resulting from, occurring in the course of, or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Japanese study team .
3. The Ministry of Cooperatives and Small Enterprises of the Republic (hereinafter referred to as "MOCSE") shall act as the counterpart agency to the Japanese study team and also as a coordinating body in relation with other governmental and non-governmental organizations concerned for the smooth implementation of the Study.
4. MOCSE shall, at its own expense, provide the Japanese study team with the following in cooperation with other organizations concerned:
 - 4-1 Available data and information related to the Study.
 - 4-2 Counterpart personnel.
 - 4-3 Suitable office space with necessary equipment in Jakarta.
 - 4-4 Credentials or identification cards.



5. MOCSE shall organize the Steering Committee and Executing Committee for the purpose of smooth and effective implementation of the Study.

VII. UNDERTAKINGS OF JICA

For the implementation of the Study, JICA shall take the following measures:

1. To dispatch, at its expense, a series of study teams to the Republic.
2. To pursue technology transfer to Indonesian counterpart personnel in the course of the Study.

VIII. MUTUAL CONSULTATIONS

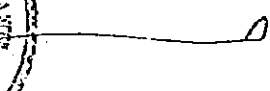
JICA and MOCSE shall consult with each other in respect of any matters that may arise from, or in connection with, the Study.




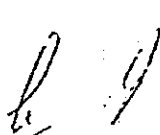
Minutes of Meeting
between the Representatives
of
the Ministry of Cooperatives and Small Enterprises
of the Republic of Indonesia
and Other Authorities Concerned
AND
the Japan International Cooperation Agency
on
the Study on Master Plan for Design Promotion
in the Republic of Indonesia

Jakarta, December 2, 1997




Anwar Suprijadi
Director-General of
Small Enterprises Promotion
Ministry of Cooperatives and
Small Enterprises
Republic of Indonesia


Hiroshi Kato
Leader
Preparatory Study Team
Japan International Cooperation
Agency
(JICA)



This minutes of meeting has been prepared to confirm the points agreed on between the representatives of the authorities concerned of the Republic of Indonesia and the Preparatory Study Team organized by the Japan International Cooperation Agency (JICA), concerning the Study on Master Plan for Design Promotion in the Republic of Indonesia (hereinafter referred to as "the Study"). Hence this minutes should be read in conjunction with the "Scope of Work" of the Study, signed in Jakarta on December 2, 1997. A list of those who participated in the discussions is attached as Appendix 1.

1 Framework of the Study

1.1 The representatives of the Indonesian authorities concerned ("the Indonesian side") and the Japanese Team ("the Team") reconfirmed the scope and the contents of the Study as discussed and agreed on in the Minutes of Meeting signed on September 1, 1997 (hereinafter referred to as "the M/M of September 1.>").

1.2 The Indonesian side and the Team (hereinafter collectively referred to as "both sides") also agreed that, as shown in Appendix 2, the Study will consist of two components, i.e., a study on the policy issues and a study on the use and development of design in the private sector. Both sides also understood that the latter part of the Study, i.e., the study on the use and development of design in the private sector, will be further divided into two parts: overall survey and case studies.

1.3 Based on this understanding, both sides then went through and agreed on the procedural flow of the Study, as indicated by Appendix 2, while agreeing that the flow is tentative and subject to change when necessary.

2 Categories of Design to be Covered in the Study

2.1 Both sides agreed that the following four (4) categories will be chosen to be

covered in the Study:

- Interior design,
- Industrial design,
- Craft design,
- Package design.

3 Sub-sectors to be Covered under Each Selected Category of Design

3.1 Both sides agreed that each of the four categories of design covered by the Study will have several sub-sectors, respectively, as shown in the table given in Appendix 3.

3.2 Both sides also understood that enterprises, co-operatives or organizations with which to implement the case studies (hereinafter collectively referred to as "model organizations") will also be chosen from those which belong to these sub-sectors.

3.3 One of the sub-sectors selected for industrial design is now "light machinery," instead of "parts of machinery," as originally agreed on in the M/M of September 1, with the term "light machinery" being defined as meaning such machines as small tools, agricultural machines, and food processing machines. This modification has been made based on the understanding that such light machinery sub-sector has the biggest and most urgent needs for design promotion amongst diverse machinery sub-sectors.

3.4 Both sides understood that the depth of the study might vary to some extent for different sub-sectors shown in the table of Appendix 3, depending on the needs and potentials for design promotion of the enterprises in each sub-sector and the availability of resources at the Japanese side.

4 Geographical Areas to be Covered in the Study

Both sides agreed that geographical areas to be covered in the Study should be limited for practical purposes. Thus the Indonesian side suggested the areas, as shown in the third column of Appendix 3. Both sides understood that the Indonesian side and the Japanese Study team will make the final selection of the areas by the beginning stage of the Study at the latest, by considering the priorities given by the Indonesian side to each area and by evaluating the potentials of the enterprises located therein. The Indonesian side, in this connection, promised to submit such lists of enterprises located in each area to JICA as soon as possible, and by the end of January 1998 at the latest.

5 Model sub-sectors for case studies

5.1 Both sides agreed that the model sub-sectors for case studies will be as follows:

- a sub-sector from the category of industrial design*
- the wooden or rattan furniture sub-sector
- a sub-sector in the package industry**

*Notwithstanding the agreement made in the M/M of September 1, which stated that the home electric appliances sub-sector will be the model for the industrial design, both sides now agreed to withhold the decision for the moment and to make a decision during the Study, choosing either home electric appliances or light machinery, as the model sub-sector.

**Again notwithstanding the agreement made in the M/M on September 1, which stated that the selection of the third model sub-sector for case studies will be made in the course of the Study, both sides now agreed to choose, as the third model sub-sector, a sub-sector in the package industry (package for food products, for craft products or for miscellaneous items).

5.2 Both sides agreed that the specific model organizations (i.e., enterprises, cooperatives and/or other organizations with which to do the case studies) will

be determined in the course of the study, and that by the agreement of the parties concerned: the Indonesian Steering and/or the Executing Committee, the Japanese Study Team, and the management of the model organizations.

5.3 Both sides agreed that the number of the model organization(s) for case studies will in principle be one or two for each sub-sector.

5.4 Both sides agreed that the lessons learned from case studies should be disseminated as widely as possible by means of seminars, etc.

6 Things to be secured by the Indonesian side

6.1 The Indonesian side promised to secure the following by the end of January 1998, in order to assure the timely and effective implementation of the Study:

- Basic time-series industrial statistics (such as on production, trade and employment) concerning the selected sub-sectors extending over the last three (or preferably five) years;
- List of enterprises of the selected sub-sectors, along with the basic information on the enterprises, such as location, types of products produced, sales volume, capital amount, the number of workers, etc

6.2 The Indonesian side promised to secure the following in the course of the Study, in order to assure the effective implementation of the Study:

- Convening of the Steering Committee and/or Executing Committee meetings at the beginning and at the end of (and if needed also in the middle of) each field survey, to have discussions with the Japanese study team and to oversee the various activities of the Study.
- Provision of facilities and support to the Japanese study team in the forms of:
 - arrangements of appointments for the Japanese study team for field visits and interviews;

- accompanying the Japanese study team when they make field visits and interviews;
 - organizing of seminars and workshops; and
 - active participation in the case studies activities.
- Securing appropriately furnished office space to accommodate the Japanese Study team (approximately 10 consultants)

7 Miscellaneous Matters

7.1 Both sides agreed on the importance of assuring active participation and involvement of the various parties concerned in the implementation process of the Study, and agreed that the Indonesian side, to this effect, will consider taking such measures as inviting the representatives of concerned organizations to important meetings, etc.

7.2 The Indonesian side requested the Team that JICA invite Indonesian project members, and preferably minimum four (two people simultaneously for two times) to Japan, so that they can learn, by working together with the Japanese Study team during their analytical works in Japan, various processes and methodologies related to design promotion including the activities of both public and private organizations. The Team replied that JICA is prepared to invite two Indonesian counterpart personnel to Japan in the Japanese fiscal year 1998, while adding that it understands the importance of Indonesian-Japan joint work and that it will take note of the Indonesian request for the acceptance of more members for training and joint work in Japan.

7.3 Both sides agreed to hire local consultants at the expense of JICA for case studies and for other purposes, in order to ensure effective implementation of the Study.

Appendix 1: List of Attendants

Appendix 2: Procedural Flow of the Study (Draft)

Appendix 3: Categories of Design and Sub-sectors to be Covered in the Study

List of Attendants

Indonesian Side

Mr. Anwar Suprijadi

Ir. J.M. Sihombing

Riswanto Ramelan

Dumpang Lumban Gaol

Felix B.

Mohamed Kasim H. Mase

Director General of Small Enterprises Development,
Ministry of Cooperatives and Small Enterprises
Counsel to the Minister on the Business
Networking and Partnership Development,
Ministry of Cooperatives and Small Enterprises
Vice Executive Director, Indonesia Design Center
Head of Foreign Cooperation Division, Ministry of
Cooperatives and Small Enterprises
Agency for Development of Small Scale Industry,
Ministry of Industry and Trade
Staff of Directorate General of Small Enterprises,
Ministry of Cooperatives and Small Enterprises

Japanese Side

<Preparatory Study Team>

KATO Hiroshi

ENMEI Yorikuni

SAKASHITA Hitoshi

NAKAMURA Satoshi

Leader

Design Promotion Policy

Design Administration

Study Planning

<JICA Experts>

KAWAI Kazuhiko

TAKAHASHI Tsunehiko

JICA expert (MOCSE)

JICA expert (Ministry of Industry and Trade)

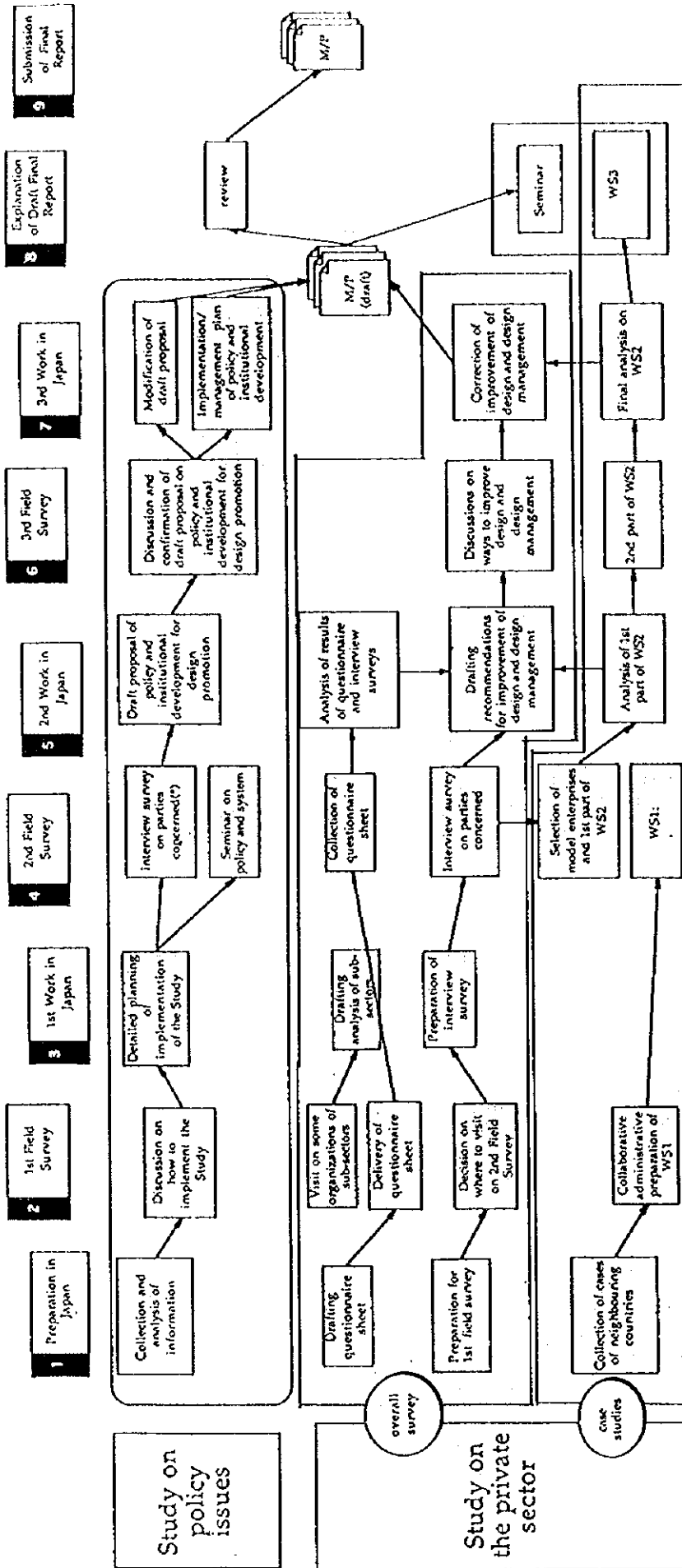
<JICA Indonesia Office>

TAKEUCHI Tomoko

Assistant Resident Representative

Procedural Flow of the Study (draft)

The Study on master plan of design promotion in the Republic of Indonesia



* Interview survey will be conducted on the governmental organizations, to local governments, associations of design, private organizations, educational sector, etc.

WS1 may consist of introduction of successful cases of design development in Japan, NIES, ASEAN countries, in enterprises level

In WS2, Japanese experts will be dispatched to model enterprises, and identify present situation, find problems and give instructions for improvement of design of products, process of making design and design development in enterprises.

WS3 is to disseminate the lessons learned from WS2.

Categories of Design and Sub-sectors to be Covered in the Study

Categories of Design to be covered	Candidate sub-sectors to be covered	Candidate geographic areas to be covered*	Model sub-sectors for Case Studies
Interior design	1 Wooden & Rattan Furniture 2 Miscellaneous interior items	Cirebon and/or Jepara Jakarta	○
Industrial design	1 Home electric appliances 2 Light machinery (tools, agricultural machines, food processing machines, etc.)	Jakarta, Bandung Jakarta, Sukabumi, Tegal, Pasuruan	○ (One will be selected from the two sub-sectors)
Craft design	1 Wood 2 Bamboo 3 Leather 4 Ceramic	Bali, Plered, Bandung, Yogyakarta	
Package design	1 Package for food products 2 Package for craft products 3 Package for miscellaneous items	Jakarta	○ (One will be selected from the three sub-sectors)

* To be determined by the beginning stage of the Study at the latest. The selection will be made by mutual agreement between the Indonesian side and the Japanese Study team, considering the priorities given by the Indonesian side to each area and also by examining the potentials of the enterprises located therein.

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