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**MINUTES OF DISCUSSIONS  
BETWEEN THE JAPANESE ADVISORY TEAM  
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT  
OF THE REPUBLIC OF INDONESIA  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR HUMAN RESOURCE DEVELOPMENT  
IN TRADE SECTORS PROJECT**

The Japanese Advisory Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Makoto Yamashita, Deputy Director, First Technical Cooperation Division, Mining & Industrial Development Cooperation Department, JICA, visited the Republic of Indonesia from 5 to 15 September 1999, for the purpose of monitoring and reviewing the activities and of formulating further operational plans of the Human Resource Development in Trade Sectors Project (hereinafter referred to as "the Project").

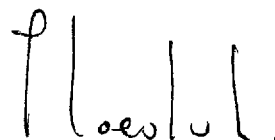
During its stay in the Republic of Indonesia, the Team exchanged views and had a series of discussions with the authorities concerned of the Government of the Republic of Indonesia over the matters for the successful implementation of the Project.

As a result of the discussions, both sides agreed upon the matters referred to in the documents attached hereto.

Jakarta, 14 September 1999



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## Attached Document

### I General Items

#### 1 The Placement of the Last Discussions

Both sides agreed that the understanding of the items other than those mentioned below had no change with the one mutually confirmed in the Minutes of Discussions signed on 11 November 1997 (hereinafter referred to as "the last M/D").

#### 2 Current Situation of Japan's ODA

The Team explained and the Indonesian side understood that Japan's ODA, although its volume marked a slight increase for fiscal year 1999, continues to face budgetary constraints, and voices to call for more efficiency, effectiveness and accountability remain high.

#### 3 Purpose of the Mid-term Review

The Team explained that the major purpose of the Team was to make a mid-term review of the Project so that both sides could monitor the progress of technical cooperation to date, make a plan for further effective implementation in the remaining period and discuss necessary measures to be taken by both sides in preparation for final evaluation.

In the process of the review, both sides revised and confirmed, in principle, the Project Design Matrix (hereinafter referred to as "PDM") and reviewed and introduced the planning and monitoring formats for the Project so as to reconfirm the scope of the Project and to conform to the standardized method of project management which JICA had recently developed.

#### 4 Joint Evaluation and Five (5) Basic Evaluation Components

##### (1) Joint Final Evaluation

The Team reaffirmed and the Indonesian side understood that in the final year of the Project, usually six (6) months before the termination of the Project, around September 2000, final evaluation would be conducted to examine the level of achievement of the objectives from the aspects as mentioned in the next section.

It will be a joint evaluation by the Japanese evaluation team dispatched by JICA and the Indonesian evaluation team, as stipulated in the Record of Discussions signed on 1 November 1996 (hereinafter referred to as "the R/D").

In this connection, the Team further explained to the Indonesian side that the members of the latter's evaluation team should include the persons who were not directly involved in the Project to secure the fairness of the said evaluation and that the nomination would be requested formally through JICA Indonesia Office in due course of the time, while JICA would hire a consultant exclusively for the Japanese evaluation team for the same reason.



(2) Monitoring (Pre-evaluation)

The Team explained and the Indonesian side understood that the monitoring should be executed jointly by the Japanese experts and the Indonesian counterpart personnel (hereinafter referred to as "C/P"), without a study team dispatched from Japan, after six (6) months from now, around March 2000, mainly utilizing the formats attached in this Minutes of Discussions.

As such formats are also to be used in the final evaluation, the said monitoring is regarded as the pre-evaluation, thus the necessary feed-back and/or countermeasures should be taken immediately in case that any problems are detected as its results.

(3) Five (5) Basic Evaluation Components

Both sides reaffirmed that the Project would be monitored and evaluated from the five (5) aspects as described in the "Five (5) Basic Evaluation Components" as shown in Annex 1 and that the confirmation of PDM was of significance in this regard.

(4) Evaluation Grid

The Team explained and the Indonesian side understood that an evaluation grid, which is a list of evaluation items with their data sources for each of the five (5) evaluation components should be prepared initially by the local initiative (the Japanese experts and the C/P) before March 2000 and utilized for the final evaluation as well as the said monitoring.

The sample of the evaluation grid is shown in Annex 2.

## II Mid-term Review of the Project

### 0 Present Situation of Indonesia Export Training Center

(1) Placement of Indonesia Export Training Center

The Indonesian side explained and the Team understood that Indonesia Export Training Center (hereinafter referred to as "IETC"), the implementing agency of the Project and formerly under Skill & Vocational Training Development Center (PUSBINLAT) within the Ministry of Industry and Trade (hereinafter referred to as "MOIT"), was relocated under the supervision of National Agency for Export Development (hereinafter referred to as "NAFED") within MOIT after the decree was issued in May 1999.

The latest organization chart of MOIT is shown in Annex 3.

(2) Organization of the Project

As the consequence of the above-mentioned alteration, the Chairman of NAFED, on behalf of the Secretary General of MOIT who is a Project Director, will bear overall responsibility for the administrative and implementation of the Project.

The new organization chart of the Project is shown in Annex 4.



(3) Organization

The latest organization chart and staff allocation of IETC are shown in Annex 5 and Annex 6.

(4) Budget

The transition in the IETC budget, which consists of Routine Budget, Project Budget and Self-financing Budget, is shown in Annex 7.

The Indonesian side explained to the Team that, starting from the Indonesian fiscal year 1999, some of the training programs held in Jakarta were to be financed by the Routine Budget, which is more stable and consistent compared to the Project Budget, which can be reduced in accordance with the financial status of the Government of the Republic of Indonesia.

The Indonesian side further expressed their intentions to increase the Self-financing Budget to make IETC activities more sustainable.

(5) The Present Activities

The present activities of IETC are shown in Annex 8.

1 Review of the Activities of the Project from March 1997 to August 1999

(1) Input by the Japanese side

a Dispatch of the Japanese experts

Both sides confirmed the record of dispatch of the Japanese experts to date as shown in Annex 9.

b Training of the Indonesian C/P in Japan

Both sides confirmed the record of training of the Indonesian C/P in Japan to date as shown in Annex 10.

c Provision of Machinery and Equipment

Both sides confirmed the record of provision of machinery and equipment to the Project to date as shown in Annex 11.

d Dispatch of the Study Team

Both sides confirmed the record of dispatch of Study Teams to date as shown in Annex 12.

(2) Input by the Indonesian side

a Buildings and Facilities

The Indonesian side provided buildings and facilities necessary for the smooth implementation of the Project.

b Provision of Machinery and Equipment

Both sides confirmed the record of equipment provided by the Indonesian side as shown in Annex 13.



c Allocation of the C/P and the administrative personnel for the Project

Taking the following points into consideration, the allocation of the C/P and the administrative personnel was reviewed:

- (a) Personnel reshuffle;
- (b) Review the scope of the Project (to regard Resource Center as one of the outputs of the Project);
- (c) Dissemination of the impacts of the Project to the IETC's own activities and its acceleration

The chronological transition of their allocation is shown in Annex 14.

d Allocation of the Budget

Budget allocation for the Project is shown in Annex 7.

2 Progress of Technology Transfer

Based on the analysis of the following data (indicators), both sides confirmed that the technology transfer has been implemented steadily to the level to attain the respective outputs of the Project, as the majority of the said data showed the positive trend and that the attainment of project purpose during the remaining period of the Project would be highly counted on:

Both sides further confirmed that the review and/or preparation of the said references as well as detailed analysis of the above data (indicators) should be conducted by both the Japanese experts and the C/P by the time of forth-coming pre-evaluation in accordance with the five (5) basic evaluation components as shown in Annex 1, taking into consideration that the review and/or increment of data (indicators) might be implemented, if necessary.

(1) Achievement Level of Outputs

Output 0 Operation system of the Project will be established;

Data (Indicators)	Reference
0-1 Number of the C/P and the Administrative Personnel	(Annex 14)
0-2 Budget Allocation	(Annex 7)
0-3 Number of public relations	(Annex 15)
0-4 Kinds and number of equipment introduced	(Annex 11 & 13)
0-5 Frequency of equipment usage and the condition of maintenance	(Annex 11 & 13)

Output 1 C/P in IETC are to be trained as course planners;

Data (Indicators)	Reference
1-1 Number of manuals, lists, Pert-chart and their revisions	(Annex 16, 17 & 18)
1-2 Number of needs survey and its analysis	(Annex 19)
1-3 Number of meetings for course planner	(Annex 16) (to be prepared in detail)
1-4 Number of training programs implemented including Special Training Program (hereinafter referred to as "STP")	(Annex 20-1 & 20-2)
1-5 Number of participants in the training programs including STP	(Annex 20-1 & 20-2)

Output 2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P (instructors) in IETC;

Data (Indicators)	Reference
2-1 Number of lectures by long-term experts	(Annex 16) (to be prepared in detail)
2-2 Number of presentation by C/P	(Annex 16) (to be prepared in detail)
2-3 Number of exposures to business transaction in private companies	(Annex 16) (to be prepared in detail)
2-4 Number of new subjects conducted by C/P	(Annex 16) (to be prepared in detail)

Output 3 Useful information on trade will be offered to the public.

Data (Indicators)	Reference
3-1 Number of manuals to organize the Resource Center	(Annex 16 & 17)
3-2 Number of internet training program	(Annex 20-1 & 20-2)
3-3 Number of those who have utilized the library	(Annex 22)
3-4 Number of books in the library	(Annex 16) (to be prepared in detail)

(2) Achievement Level of Project Purpose

Project Purpose IETC will be able to formulate and devise training programs (=seminars and training course) to provide Indonesian enterprises, primarily of medium-size with necessary knowledge, experience and know-how in trade.

Data (Indicators)	Reference
1 Number of newly developed training programs including STP	(Annex 16, 20-1 & 20-2)
2 Level of content and the effectiveness of training programs including STP	(Annex 22)
3 Transition of evaluation for training programs including STP	(Annex 22)
4 Number of business consultation implemented	(N.A., to be prepared)
5 Number of collaborating organizations, instructors from outside and interpreters	(Annex 16) (to be prepared in detail)

3 Positive and Negative (Inhibiting) Factors in achieving the Outputs as well as Project Purpose

Despite the political instabilities since the beginning of 1998 in parallel with the economic crisis occurred in the middle of 1997, there found no substantial inhibiting factors in achieving the outputs as well as project purpose because the following measures have been taken by both sides timely, flexibly and thoroughly:





(1) Introduction of managing tools

Introduction of managing tools, namely, Pert-chart, manuals and lists and their continuous review and dissemination within IETC enabled IETC to standardize the operation of training programs, thus to increase the number of training programs, while the number of staff at IETC remained at the same level.

Furthermore, IETC will plan to be accredited in ISO 9002 for the training programs by year 2000 by using the Project and Self-financing Budget;

(2) Increment the Supporter for the Project

As the cooperation is terminated on 28 February 2001, the increment of the supporter for the Project are inevitable to enhance the sustainability.

The following are the fruits of the efforts by both sides.

a The Japanese personnel/organization

In the last M/D, the best use of the local Japanese was highlighted.

Up until now, two (2) local Japanese have been recruited as the instructors for the training programs, one of which are now conducting business consultation twice a month at IETC for the members of alumni of training programs of IETC as well as providing some of the C/P with working experience at his own company for a certain period of time.

In addition, the JETRO Jakarta Center dispatched one (1) senior Indonesian staff as the instructor and is now favourably considering the possibilities of the further cooperation to IETC.

b Other organizations

In addition to the local Japanese, IETC succeeded in jointly organizing the training programs with USA and Australia etc..

(3) Opportunity to attend off the job training

a In Japan

To date, eleven (11) seats for C/P training and three (3) seats for group training have been allocated to the IETC since the commencement of the Project, despite the fact that zero (0) to two (2) seats/year were the average allocation for the projects nowadays.

As a result, almost all C/P could enjoy attending the said trainings and identify the present situations related to the activities of the Project with their own eyes.

Furthermore, as the trainings were well coordinated by Pacific Resource Exchange Center (PREX), the secretariat of the domestic supporting committee for the Project in Japan, they enriched the knowledge and experience of the C/P.

b In Indonesia

As mentioned in Article II 3 (2) a above, some of the C/P were provided with working experience in a private company.



(4) Establishment of the After Training Service System to the Alumni

As shown in Annex 23, the after training service system to the alumni, that is, Diploma 1 (D1) program (Long-term Training Program), business consultation, trading house, export business incubator and the provision of the free exhibition space using the Self-financing Budget has been established mainly by the Indonesian side's initiative, which enables IETC to be discriminated from other training institutes.

(5) Payment of the full attention to the market's needs

To meet the market's needs, special consideration has been taken in selecting the topics of the training program.

Furthermore, the contents of the training programs have been planned to be more practical, not to be theoretical and to be case-study oriented including the introduction of Simulated Practice Firm.

These two (2) points have also contributed to the IETC's discrimination from other training institutes.

(6) Emergency support from the Japanese side

Emergency support from the Japanese side in the middle of 1998 were so timely and substantial that IETC could meet the urgent market's needs without delay and make a reputation for itself.

The said reputation invited the attention from the organizations concerned as well as aid agencies, which enabled IETC to seek the possibilities of future cooperation.

4 Placement of the Special Training Program in the remaining period of the Project

As the result of the mid-term review through consultation with the Indonesian sides as well as interviews with the C/P and the alumni, both sides confirmed the change of the placement of the STP in the Project as follows:

a As confirmed in the last M/D, the STP has been initially regarded as the on job training for the C/P and the number of the experts to be dispatched as lecturers were scheduled to be decreased, taking the sustainability into consideration;

b In line with the said principle, the STP was implemented four (4) times and will be implemented in coming October, which greatly contributed to the achievements of the outputs of the Project, including the substitution of the local instructors, thus the STP has been regarded as to attain the original goals.

c On the other hand, to cope with the rapid change of the market's needs especially driven after economic crisis, the timely and practical provision of the new topic, for example, in the field of agri-business, in conjunction with business consultation are urgently to be considered.

d Accordingly, the continuation of the STP with its contents and the substitutes of the STP if completed should be decided between both sides reflecting the results of the STP in October 1999 as soon as possible.



5 Reconfirmation of the Project Concept (Review and Confirmation of the PDM)

Reflecting the results of mid-term review, through discussions on propriety of activities as well as meaningfulness and availability of indicators, means of verification and important assumptions mentioned below, both sides reviewed and confirmed the PDM as shown in Annex 25.

Both side further confirmed that the said PDM excluding the columns of overall goal, project purpose and outputs might be reviewed with the progress of the Project by the time of final evaluation.

a Activities

The PDM for the Project was originally formulated on the occasion of the Implementation Study for the Project in November, 1996.

Based on the discussions held between the Japanese Consultation Team and the Indonesian side in November 1997, the Master Plan of the R/D and the PDM were reviewed in September, 1998.

Since then, both the Japanese experts and the C/P in the consultation with the organizations concerned have dedicated themselves to attain the outputs of the Project and identified and adopted more effective activities other than those described in the reviewed PDM.

As the Activities of the Project are stipulated as "Necessary activities to achieve the above-mentioned outputs will be conducted" in the current R/D, both sides agreed to review the activities of the PDM.

b Indicators and Means of Verifications

As the process of the mid-term review, both sides jointly reviewed and/or formulated the formats to check the achievement level of the outputs, project purpose and overall goal, as mentioned in Article II 2, which incidentally coincided the review of indicators and means of verifications.

c Important Assumptions

Taking the unforeseen but substantial change of the external conditions related to the Project, mainly incurred after economic and political crisis, into consideration, the important assumptions were reviewed.

6 Review of the Technical Cooperation Program and Formulation of Plan of Operations

In parallel with the review of the PDM, both sides reviewed the Technical Cooperation Program in the last M/D and agreed to reformulate it into the Plan of Operations for the Project (hereinafter referred to as "PO") shown in Annex 25.

As the PO, along with Annual Plan of Operations (hereinafter referred to as "APO") explained below, is the schedules of implementation of activities stipulated in the PDM, the PO and APO should be reviewed upon any amendment to the activities of PDM accordingly.

### III Annual Plan of the Project for Fiscal Year 1999

#### 1 Annual Plan of Operations (APO) for Fiscal Year 1999

Both sides formulated the APO for fiscal year 1999 as shown in Annex 26.

#### 2 Input by the Japanese side

##### (1) Dispatch of Experts

Both sides confirmed that seven (7) short term experts were to be dispatched for the STP in October, 1999 and February 2000, while three (3) long-term experts would continue to serve in the Project.

As mentioned in Article II 4 above, the Team explained and the Indonesian side understood that, taking the change of the placement of the STP into account, the continuation of the STP would be decided based on the results of the STP in October.

The Team further explained the Indonesian side and the latter understood, regardless of the continuation of the STP, the recruitment of the Japanese experts for a certain period of time in such a field as agri-business with experience in working in small or medium scale companies, capability of business consultation and good command of English was to be rather difficult.

The Indonesian side further explained to the Team the allocation of interpreter for such experts at its own expense.

##### (2) Training of the C/P in Japan

The Team explained that no more C/P were expected to be trained in Japan, while the Indonesian side requested to provide four (4) more seats by the termination of the Project as shown in Annex 27, citing the effectiveness of the training as described in Article II 3 (3) a.

##### (3) Provision of Machinery and Equipment

Books and literatures, CD-ROM and a projector are in the process of procurement in Jakarta now.

Regarding the equipment for the Resource Center, namely computers, printers and LAN system, both sides confirmed the following as shown in Annex 28:

###### a Items to be considered to procure by the Japanese side


- (a) Server one (1)
- (b) Computer ten (10)
- (c) Printer one (1)

###### b Items to be procured by the Indonesian side

- (a) Computer four (4)
- (b) Printer two (2)
- (c) LAN System one (1) set for connecting all the divisions in IETC

##### (4) Dispatch of the Study Team

The Team explained to the Indonesian side that no more study team would be dispatched.



3 Input by the Indonesian side

(1) Buildings and Facilities

The Indonesian side explained and the Team understood that a part of the Exhibition Hall on the 1st floor was being used to conduct "export simulation" at its own expense.

(2) Provision, Maintenance and Repair of Machinery and Equipment

Both sides reconfirmed the record of equipment provided by the Indonesian side as shown in Annex 13.

The Indonesian side further explained to the Team that four (4) additional computers were procured by their Self-financing Budget and two (2) more were to be delivered in October, 1999 and another two (2) computers and printers would be procured by the end of the said fiscal year.

(3) Assignment of the C/P for the Project

The Indonesian side explained and the Team understood that two (2) of the twelve (12) C/P were replaced by other personnel as shown in Annex 14.

(4) Allocation of the Budget

The Budget allocation for the Project is shown in Annex 7.

#### **IV Annual Plan of the Project for Fiscal Year 2000**

As the budget for fiscal year 2000 is under the scrutiny by the Ministry of Finance in Japan, the Annual Plan of the Project for fiscal year described below is tentative proposal for discussion and to be confirmed by the end of March 2000.

1 Annual Plan of Operations (APO) for Fiscal Year 2000

Both sides drafted the APO for fiscal year 2000 as shown in Annex 29.

2 Input by the Japanese side

(1) Dispatch of Experts

Regarding short-term experts, both sides agreed to discuss further based on the results of the STP in October, 1999 and the recruitment of the appropriate experts in line with the Indonesian side's request.

(2) Training of the C/P in Japan

As mentioned in Article III 2 (2), the Indonesian side requested to continue this scheme in the final year of the Project, while the Team explained to the former that in principle, there was no seat for training allocated in the final year of the Project.



(3) Provision of Machinery and Equipment

The Team explained to the Indonesian side and the latter understood that no equipment was expected to be procured in principle for the Project in the fiscal year 2000.

3 Input by the Indonesian side

(1) Assignment of the C/P for the Project

The same C/P as in Annex 14 are expected to be allocated.

(2) Allocation of the Budget

The projection of the budget for the fiscal year 2000 is shown in Annex 7.

**V Review and Revision of Tentative Schedule of Implementation (TSI)**

Based upon the mid-term review and successive revision of current activities and future work plan for the Project, both sides agreed to review and revise the Tentative Schedule of Implementation (hereinafter referred to as "TSI").

The revised TSI is shown in Annex 30.

**VI Special Issues of the Project**

1 Sustainability of the Project

The Team explained repeatedly to the Indonesian side as well as to the long-term experts the basic principle regarding the sustainability of the Project as follows:


(1) Based on the understanding of PDM and five (5) basic evaluation components, more attention will be given to the sustainability of the Project;

(2) Such sustainability should cover the three aspects, namely, technical, institutional and financial aspects, which will be the deciding factors to determine at the final evaluation the successful implementation of the Project;

(3) As far as the Project is concerned, both sides have been fully aware of such sustainability from the commencement of the Project and should continue so.

2 Proposals for the Expansion of IETC Activities

The Indonesian side explained to the Team the following ideas as to the enhancement of the IETC activities to meet the increasing domestic needs, in other words, sustainable development of IETC as mentioned in Article VI 1 above, the concept of which was also shown in Annex 23 and Annex 31:



The Team acknowledged the proposals and suggested to the Indonesian side to consult further with the Embassy of Japan in the Republic of Indonesia as well as JICA Indonesia Office.

(1) Renovation of IETC Building

The Indonesian side explained that, due to the increase in the number of training programs and the demand for programs in new fields such as agri-business, the current number of classrooms at IETC did never suffice for such demand.

The Indonesian side requested the Japanese side to build the second floor above the Exhibition hall possibly within the remaining period of the Project;

(2) Establishment of IETC domestic branches with the function distance learning

The Indonesian side explained that IETC should establish branches in several major local cities to meet the needs of small and medium enterprises outside of Jakarta and that this was deeply connected with the realization of the overall goal of the Project, thus regarded as the Phase 3 Project.

The Indonesian side further added that the introduction of distance learning system was thought to be an effective way of conducting activities in these regional branches.

(3) Simulated Practice Firm (Digital)

The Indonesian side explained that in parallel with strengthening the local functions of IETC, the update of the training tools ought to be considered, one of which would be a simulated practice firm (digital) and also be regarded as a component of Phase 3 Project.

3 Intensive Public Relations

The Team highly appreciated the Indonesian side's efforts to implement the intensive public relations of the Project.

In this connection, the Team further requested the Indonesian side and the latter understood the following:

a Utilization of Alumni

In addition to the intensive public relations through mass media, the enhancement and the better use of alumni are also effective and economical;

b Project Day

To make the Project widely known in the Republic of Indonesia, the Project Day is recommended to be established when anyone who would like to make a visit of the Project site is allowed to enter the site and is exposed the activities of the Project on site regardless of age, accompanying the press tour.

As IETC was established in February and the said month used to be not so busy, it is recommended to set such a Day in February;

c Closing Ceremony

To commemorate the termination of the Project as well as to show the sustainable operation of the Project widely to the public, the closing ceremony should be held with the initiative of the Indonesian side usually within the final quarter of the Project.

It can be also considered to hold the closing ceremony on the Project Day if set up.

3 Technology Exchange Program

The Team introduced to the Indonesian side the JICA's scheme of Technology Exchange Program, that is, to visit the similar organization which had/has the project with JICA and/or other aid agencies in the region for the purpose of exchanging views with technical aspects as well as managerial aspects, to facilitate the enhancement of sustainability of the Project.

**VII List of the Attendance**

A list of attendance of the discussions is shown in Annex 29.





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## Annex 1 Five Basic Evaluation Components

### 1 Five Basic Evaluation Components

The five (5) basic evaluation components defined by JICA as mentioned below are in line with those used for the evaluation works by DAC and other international assistance organization. Introduction of these components has enabled a consistent, well-balanced evaluation, which minimizes evaluator bias. Further, it allows us to share the results, knowledge and lessons with other aid organizations, since we are using common components and can discuss with them from the same viewpoints.

#### (1) Efficiency

Evaluate the method, procedure, term and cost of the project with a view to productivity.

#### (2) Effectiveness

Evaluate the results in comparison with the goals (or revised ones) defined at the initial or intermediate stage, and evaluate the attributes (factors and conditions) of the results.

#### (3) Impact

Evaluate the positive and negative effects of the project, extent of the effect and beneficiaries.

#### (4) Relevance

Preliminary evaluate whether the needs in the country have been correctly identified, and whether the design is consistent with the national and/or master plan.

#### (5) Sustainability

Evaluate the autonomy and sustainability of the project after the termination of cooperation, from the perspectives of operation, management, economy, finance and technology.

### 2 Relation between Five Basic Components and PDM

The following five (5) components are used for the evaluation and a selection of a project.

#### (1) Efficiency

#### (2) Effectiveness

#### (3) Impact

#### (4) Relevance

#### (5) Sustainability

These components are directly connected to the elements of PDM as shown in the Figure in the following page.

The component "Efficiency" is a measure to qualitatively and quantitatively compare all resource (input) to the results (output) of the project in order to evaluate the economic efficiency of conversion from input to output.

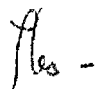
The parameter "Effectiveness" is a measure to evaluate whether the purpose has been achieved or not, or to evaluate how likely it is to be achieved. In other words, it is to evaluate how much the outputs contributed to the achievement of the purpose, or to evaluate whether or not the characteristics of the outputs were as expected.

The parameter "Impact" is a foreseeable or unforeseeable, and a favorable or adverse effect of the project upon society. To evaluate impact, both the goal and project purpose should be referred to in the beginning of the evaluation. Evaluation with this component could require comprehensive surveys in many cases. The parameter "Relevance" is to comprehensively evaluate whether or not the project meets the overall goals, politics of both the donor and recipient, local needs and given priority levels, in order to decide whether the project should be continued, reformulated or terminated.

The component "Sustainability" is to comprehensively evaluate how long the favorable effect as a result of the project can continue after the project has been terminated. Evaluation with this component is required to decide how much the local resources should continue to be used for the project, and to evaluate how much the country receiving the assistance has been considering the project important. According to OECD (1989), "Sustainability" is a component to be used for the final test of the success of a development project.

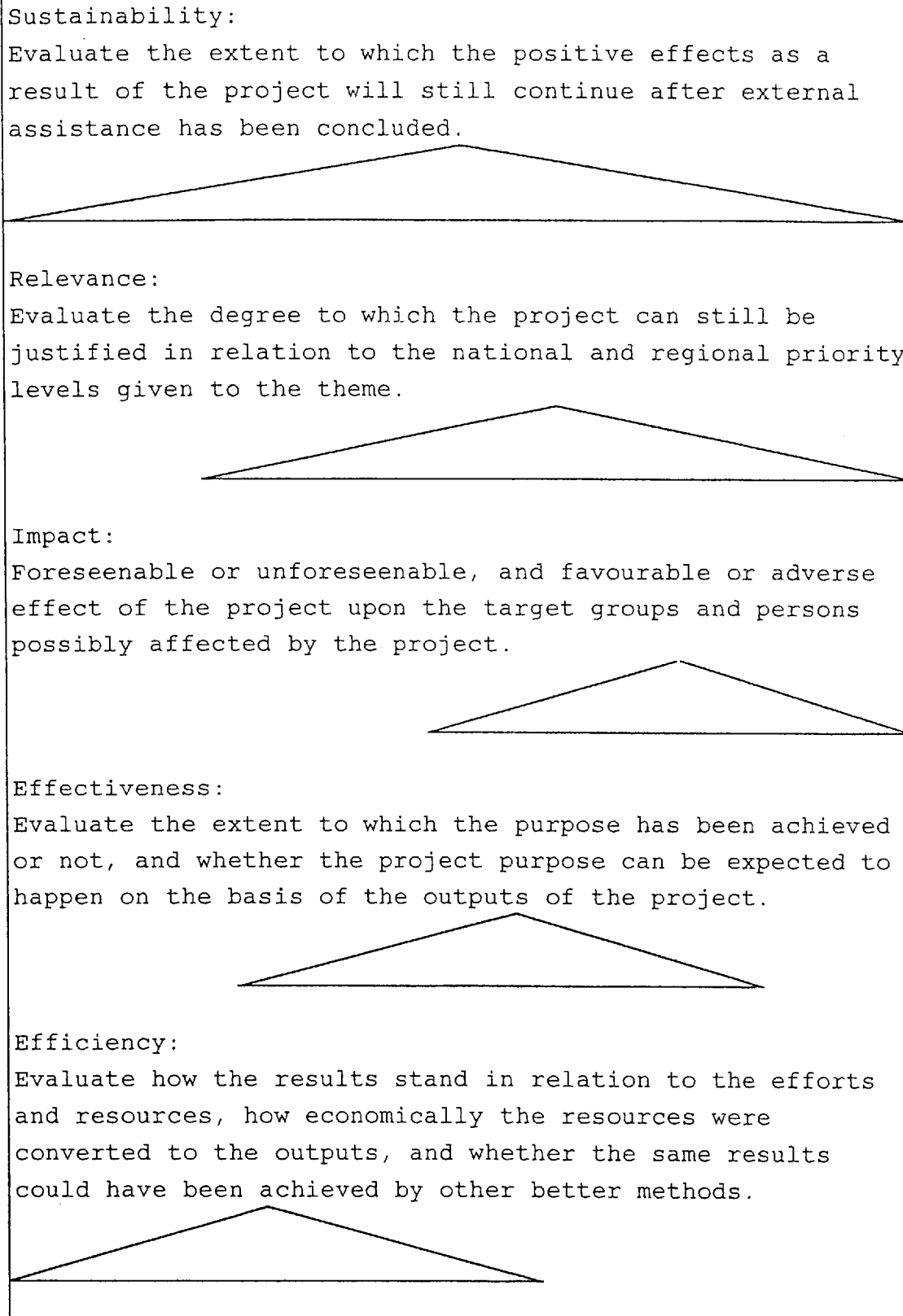
All five components are essential for any of the projects or programs. The five components give necessary information to the decision maker so that he/she can decide how to approach the next step. Since each of the five components build on the elements of the intervention strategy, they also lay foundation for standardization in monitoring and information handling within and among organizations and agencies.

In practice, each of the five parameters should also contain project-specific information.



## Five Components vs Goal Hierarchy

Evaluation Component Purpose Statement



Inputs	Outputs	Project Purpose	Overall Goal
--------	---------	-----------------	--------------

Goal Hierarchy



2. Impact (Indirect Effect, Favorable and Adverse)

Item	Verification	Information/indicator	Data source														
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post- project survey sheets	Others			
2-1 How did the project contribute to the development of the sectors assisted?	1) How much did the project contribute to the social and/or economic performance of the sector? How much did the project contribute to the development of the external organizations?	1) Social and economic status of the target group  1) Amount of goods and services from the sector to the external organizations	○							○							
	2) What favorable or adverse factors affecting the development of the sector did the project give?	2) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		○													
2-2 How much did the project contribute to the development of the project area (and its surrounding)?	1) How much improvement in the social and/or economic performance of the area? How much did the recipient organization cooperate with external organizations?	1) Social and economic status of the target group  1) Amount of goods and services given to the external organizations	○														
	2) What favorable or adverse effects did the project have on the development of the area?	2) List of favorable/adverse effects on project progression (use the standard form of the list, also describe actual cases)		○													
2-3 How much additioned on Spin-off benefits provided by the project?	1) Did the project lead to spin-off (e.g. in terms of technology, institution and environment)?	1) List of favorable/adverse effects on project progression (use the standard form of the list, also describe actual cases)	○														

Pls.

### 3. Sustainability

Item	Verification	Information/indicator	Data source													
			Ministry/ Agency	Implementing organization	C/P	Beneficiaries	Experts	External organizations	Japanese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others		
3-1 Is sustainability of the organization expected?	1) Does the policy support organizational development?	1) Installation related regulations 1) Recent restructuring	○													
	2) Is the recipient organization well-organized for the operation and management of the project?	2) Organization chart										○				
	3) Is the recipient organization well-organized for the implementation of the project?	3) Operation record										○				
	4) Has the recipient organization been supported by external organizations?	4) Assistance (finance, human resources, administrative support) by external organizations								○						
3-2 Is financial sustainability expected?	1) Is funding (operation and management cost) adequate?	1) Funding (operation and management cost) sources 1) Accounting (fund use) status										○				
	2) Are the public subsidiaries stable?	2) Funding (operation and management cost) sources 2) Accounting (fund use) status										○				
	3) Has his owned capital, if available, been appropriated to the project?	3) Funding (operation and management cost) sources 3) Accounting (fund use) status										○				
3-3 Is material/-technical sustainability expected?	1) Have the given technologies been used?	1) Status of the business using the technologies		○	○							○				
	2) Have domestic human resources been allocated appropriately?	2) Staff member lists of the recipient organization during and after the assistance											○			
	3) Have the facilities, equipment and material been stored correctly?	3) Maintenance of facilities, equipment and materials 3) Equipment failure rates 3) Arrangement for maintenance and replacement			○											
3-4 Others																

#### 4. Relevance

Item	Verification	Information/indicator	Data source												
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post- project survey sheets	Others	
4-1 Was the agreement with the country (and R/D) adequate?	1) Was the project purpose in R/D stated adequately?	1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)	○	○	○										
4-2 Did JICA identify needs correctly?	1) How well did JICA identify the favorable/adverse factors affecting the project progression at the stage of preliminary survey?	1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)			○										○ Preliminary survey reports
	2) Did JICA identify the urgency and priority levels of the project at the stage of preliminary survey?	2) Project implementation plan (as a background of the project) defined by the country, and its change		○	○										
	3) Was the decision of giving assistance adequate?	3) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)	○	○	○										
4-3 Was the process for designing the assistance scheme adequate?	1) Was the output goal adequate?	1) Number of trained C/Ps 1) Technical items transferred to C/Ps		○	○										
	2) Was the project purpose adequate?	2) Status of the activities of the recipient organization		○											
	3) Were the project details (development items, project purposes, correlation between input and output) adequate?	3) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		○											
	4) Were the input items (kinds, quantity, quality and function) adequate?	4) Same as (1) through (5) in the table 5. Efficiency								○					
	5) Has JICA identified the cooperation system/organization of the recipient country?	5) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		○											



Item	Verification	Information/indicator	Data source											
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- esc experts	Project records	Annual reports	Staff lists	Post- project survey sheets	Others
4.4 Was the time schedule of the project adequate?	1) Was the time schedule of the project adequate?	1) Time schedule 1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		○										

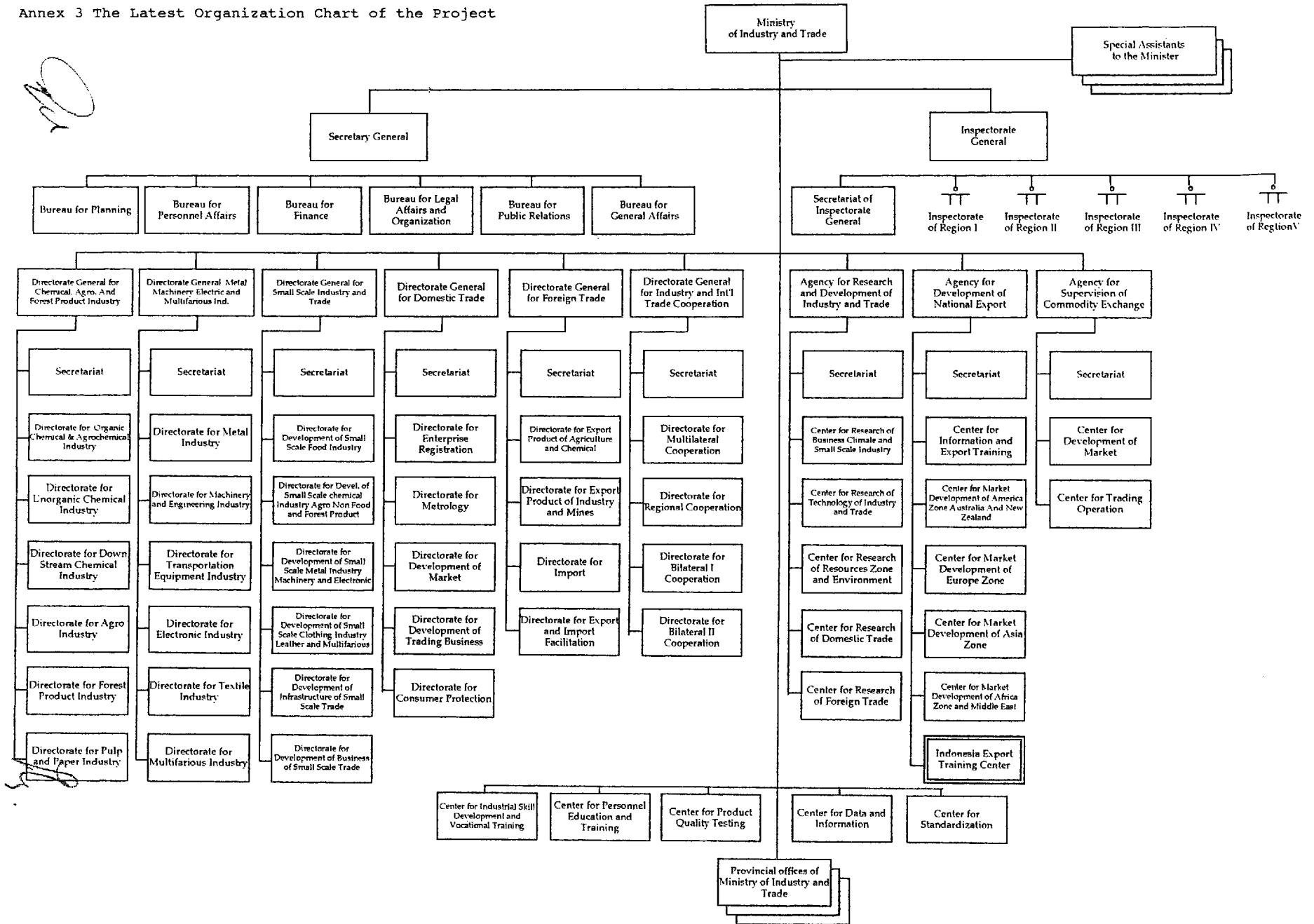
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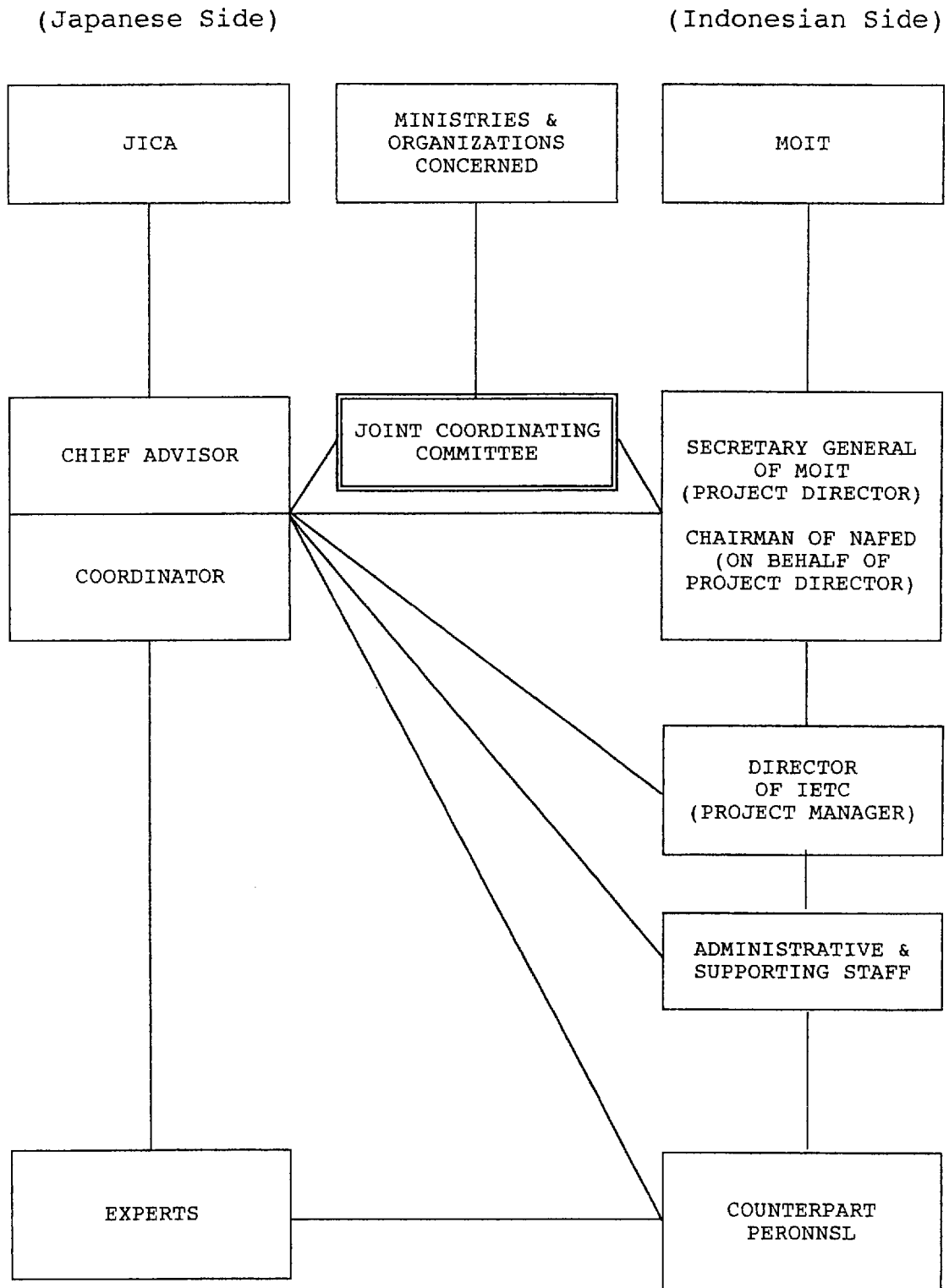
Item	Verification	Information/indicator	Data source											
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post- project survey sheets	Others
5-5 Were inter- mediate, at- completion and post-project evaluation results used effectively?	1) Were intermediate and at-completion evaluation results used effectively in designing additional or follow-up assistance?	1) Results and recommendations obtained by intermediate and at-completion evaluation, and items to be covered by follow-up assistance		○									Intermediate and at-completion evaluation reports	○
	2) Were the results of the post-project status survey used effectively in designing the after care plan?	2) Results and recommendations obtained by post-project status survey, and items to be covered by the after care plan		○										○

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Annex 3 The Latest Organization Chart of the Project



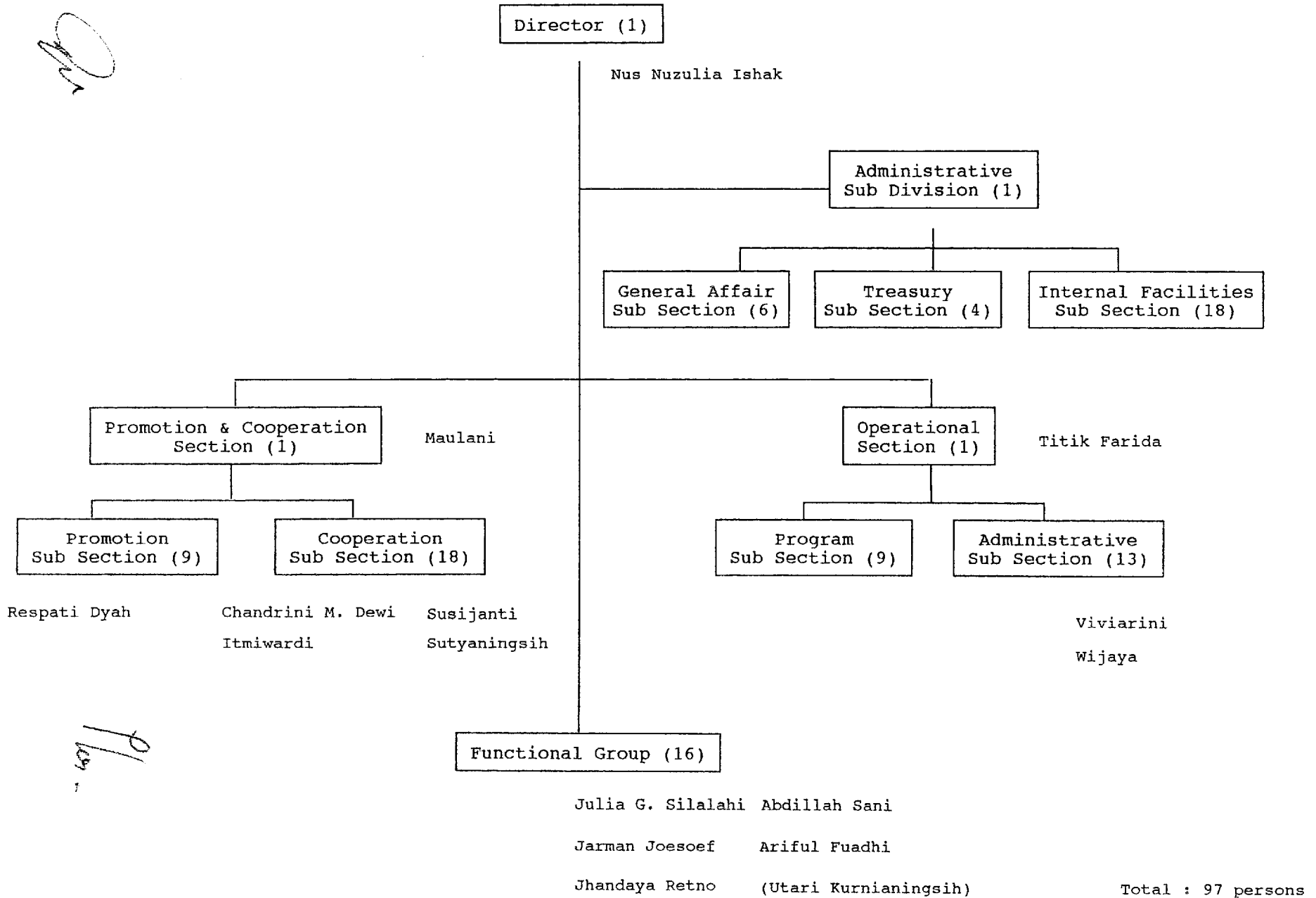
Annex 4 The New Organization Chart of the Project



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Annex 5 The Latest Organization Chart of IETC



## Annex 6 Staff Allocation of IETC

NO.	Name	Sex	Duration of work at and outside IETC		Education
			Year	Month	
1	Nus Nuzulia Ishak	F	16	9	SI-Chamist
2	Pandu Mulyono	M	16	9	SI-State ADM
3	Yuyun Wahyuni	F	8	9	SI-State ADM
4	Siti Zunaedah	F	16	9	Economic Senior High School
5	Djoko Sugiatno	M	9	0	D3-Accounting
6	R.Roni Tubiyanto	M	4	9	SHS (Biology)
7	Saripin	M	10	9	Elementary School
8	Ma'mun H. Sepud	M	8	8	SHS (IPA)
9	Mudjirah	F	18	2	Equivalent SHS
10	Achmad Muchtar	M	16	9	Technical Senior High School (TSHS)
11	Budiarti	F	12	1	SHS (IPS)
12	Yulinar	F	12	1	SHS (IPA)
13	Kamidin B. Sinaga	M	18	2	S1-Shipping, Economy
14	Johndrik Ginda Dongoran	M	16	9	TSHS
15	Syamsul Akmar. A	M	14	3	TSHS
16	Sumarso	M	16	9	Economy SHS
17	Rusmiadi	M	15	9	TSHS
18	Sobirin	M	12	9	TSHS
19	Roosfenny	F	13	11	S1 Social LAN
20	Sutiman	M	19	6	Elementary School
21	Suryadi	M	8	3	Elementary School
22	Suhermanto	M	9	9	Junior High School
23	Rusdianto	M	8	5	Elementary School
24	Iman Sutirino CW	M	6	5	Junior High School
25	Zainal Arifin	M	16	0	Equivalent SHS
26	Kusdianto	M	16	0	THS
27	Sumaryono	M	13	0	Economy SHS
28	Rachman	M	15	0	Junior High School
29	Surahman	M	35	0	Elementary School
30	Narek Bahon	M	16	0	Elementary School
31	Titik Farida	F	17	9	S2 Master of Management (IPWI)
32	Bambang M. MBA	M	14	9	Master (Business Administration USA)
33	Nana Suryana	M	11	9	S1 IKIP Bandung
34	Denri Purba	M	8	9	SI Law UNKRIS
35	Oneng Pujiyanto	M	13	9	SHS (IPS)

## Annex 6 Staff Allocation of IETC

NO.	Name	Sex	Duration of work at and outside IETC		Education
			Year	Month	
36	Danang Tri Utomo	M	5	9	SHS (IPS)
37	Agus Gaman Wangsa	M	5	9	THS (Grafic)
38	Sukendro	M	8	2	SHS (IPA)
39	Viviarini	F	9	9	SI Law UNIBRAW
40	Ridwan Bachtiar	M	16	9	THS (Electric)
41	Rotua Manuru ng	M	17	1	DIP III Trade ADIP
42	Wijaya	M	12	1	SHS (IPA)
43	Ernawati	F	14	1	SHS (IPA)
44	Budi Handoko	M	12	1	SHS (IPA)
45	Yuniarti	F	11	1	SHS (IPA)
46	Armiwati	F	12	9	SHS (IPA)
47	Suyanti	F	7	1	Economy SHS (Admi)
48	Tusti Isriani	F	6	8	SI Chemical Engineering
49	Estri	F	8	6	SHS (Biology)
50	La Dolo	M	8	2	SHS (IPA)
51	Anwar	M	8	0	SHS (IPA)
52	Subeno	M	6	2	SHS (IPA)
53	Nurbaiti	M	8	2	SHS (IPA)
54	Maulani	M	22	4	SI Economy and Dev. Studay UT
55	Irwan Syafrul	M	14	9	Diploma FMIPA
56	Eddy Sutaryo	M	14	9	SHS (Civil)
57	Ramdani	M	16	2	Economic Senior High School (Accountant)
58	Evi Irawati	F	8	9	SHS (IPS)
59	Chandrini Mestik Dewi	F	10	9	SI Technology
60	Gagus Suwarsono	M	18	8	SI Administration LAN
61	Itmiwardi	M	5	9	SI Technology Agriculture
62	Respati Dyah	F	17	0	SI Social Political Adm UT
63	Didiek Widjawati	F	8	9	DIII Agricultorea , UNBRA
64	Syafini Aliwanti	F	8	5	SHS (IPS)
65	Sutyarningsih	F	16	9	SI Japanese Language
66	Susiyanti	F	16	7	Master Science in For Technology Reading university UK
67	Haryadi	M	13	9	TSHS
68	Maksum	M	13	9	TSHS
69	Supriyanto	M	12	10	TSHS



## Annex 6 Staff Allocation of IETC

NO.	Name	Sex	Duration of work at and outside IETC		Education
			Year	Month	
70	Rosni Irawati	F	8	9	SHS Pharmacy
71	Sunarso	M	8	2	SHS (Biology)
72	R. Bambang Suryadi	F	8	6	SHS (IPS)
73	Iin Marlina	F	0	10	SHS (Biology)
74	Evi Rosa	F	0	10	SHS (Chemist)
75	Deni Ghalveni CH	F	0	10	SHS (IPS)
76	Sri Rahayu	F	0	0	SI Food Technology
77	Mulyana	M	0	5	Junior High School
78	Syamsuri	M	0	5	TSHS
79	Netty Herawati	F	0	5	SHS Chemical Analysis
80	Ade Suhari	M	0	5	SHS
81	Yull	F	0	2	SHSK
82	Januar	M	26	2	SI Chemical
83	Hardjono	M	25	11	SI IPB
84	M. Kosasih	M	20	2	SI Technology Chemical Industry ITB
85	S.M. Tambunan	M	19	9	SI Adm. LAN
86	Handaya Retno	F	17	9	SI Economy Management UNKRIS
87	Jarmansyah Joesoep	M	12	9	SI Plastic Engineering
88	Siti Zuhelmi Bsc.	F	20	5	Diploma III chemical UNAND
89	Abdilah Sani	M	11	9	SI Law UI dan S2 UI msi
90	Julia G. silalahi	F	10	9	SI English Language
91	Utari Kurnianingsih	F	12	9	SI Economy UGM
92	R. A. Marlina	F	6	9	SI chemist Education
93	Merry Maryati	F	7	9	Master of Science COLUM
94	Wawan Sudarmawan	M	7	9	SI Chemist UNPAD
95	Ariful Fuadhi	M	15	9	ISHS
96	Istiati Hendrawani	F	13	9	DIII Japanese Language UI
97	Yan Ayub	M	16	10	SI HI




Annex 7 Allocation of IETC Budget

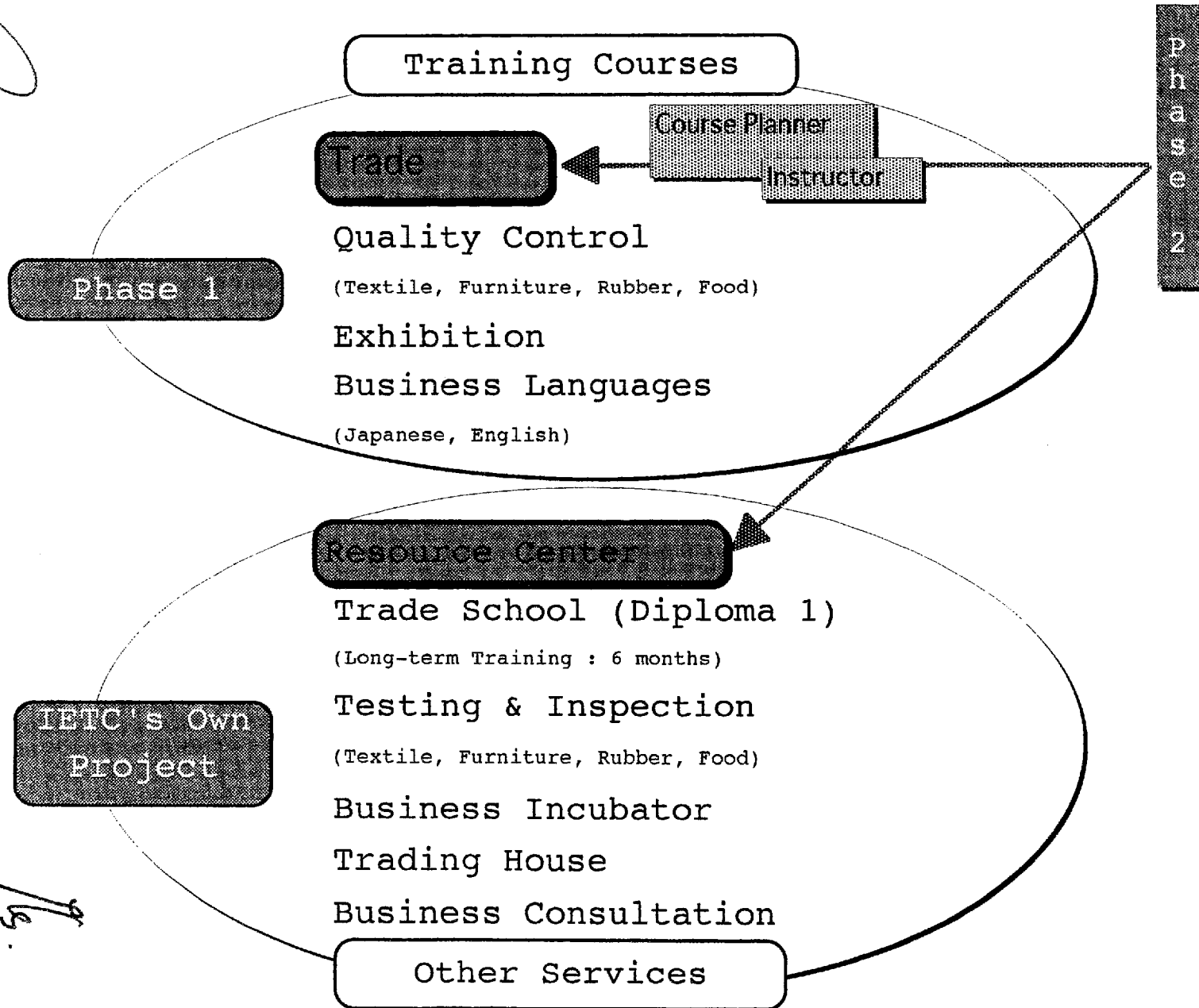
(Thousand Rupiah)

	Routine Budget		Project Budget		Self Financing Budget		Total	
		for training		for training		for training		for Training
1993/94	436,168 (25.3%)	0	950,000 (55.1%)	695,360	339,179 (19.7%)	203,500	1,725,347	898,860
1994/95	680,727 (32.1%)	0	992,722 (46.8%)	710,250	450,000 (21.2%)	279,000	2,123,449	989,250
1995/96	814,520 (35.4%)	0	989,100 (42.9%)	703,848	500,000 (21.7%)	301,250	2,303,620	1,005,098
1996/97	959,362 (37.2%)	0	1,072,236 (41.5%)	621,100	550,000 (21.3%)	302,651	2,581,598	923,751
1997/98	1,023,859 (31.4%)	0	1,635,509 (50.2%)	788,347	600,000 (18.4%)	336,344	3,259,368	1,124,691
1998/99	1,085,632 (31.0%)	0	1,380,000 (39.5%)	777,105	1,032,000 (29.5%)	644,471	3,497,632	1,421,576
1999/2000	1,920,751 (35.7%)	400,000	1,941,500 (36.1%)	855,056	1,511,250 (28.1%)	945,301	5,373,501	2,200,357
<b>Projection</b>								
2000/2001	2,506,828 (37.9%)	600,000	2,200,000 (33.3%)	1,100,000	1,909,000 (28.9%)	1,080,561	6,615,828	2,780,561
2001/2002	3,000,000 (43.4%)	1,000,000	1,500,000 (21.7%)	600,000	2,410,000 (34.9%)	1,200,000	6,910,000	2,800,000

Annex 8

Present Activities of IETC

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## Annex 9 List of Japanese Experts Dispatched

as of 14 September, 1999

Field	Name	Year Month	1997												1998												1999												2000												2001	
			3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2		
1. Long-term Expert																																																				
Chief Advisor	Shoji Kohmura														Mar. 2, 1997-Mar. 1, 2000																																					
International Trade Coordinator	Shigeki Sugiyama														Mar. 2, 1997-Mar. 1, 2000																																					
	Mayumi Murota														Mar. 2, 1997-Apr. 5, 1999																																					
	Haruo Naito																										Mar. 1-Aug. 30, 1999																									
	Keiko Mizoe																																						Aug. 30, 1999-Feb. 28, 2001													
2. Short-term Expert																																																				
(for 1st STP*: Jul.15-Aug.13, 1997)																																																				
Lecturer for Top Management	Tetsuro Kawakami*		Jul. 15, 1997																																																	
Lecturer for Top Management	Tsutomu Nishiwaki*		Jul. 16, 1997																																																	
Export Marketing Strategy	Yoshinori Yokoi		Jul. 13-Aug. 15, 1997																																																	
Export Product Development	Sumimaru Odano		Jul. 14-19, 1997																																																	
Trade Relationship	Yoshiaki Ikeguchi		Jul. 14-Aug. 15, 1997																																																	
Export Marketing Survey	Tadao Kamitani		Jul. 21-Aug. 7, 1997																																																	
Distribution Management	Katsuhiko Takehara		Jul. 28-Aug. 15, 1997																																																	
Distribution Management	Shin Fukuda		Aug. 4-15, 1997																																																	
(for 2nd STP : Feb.17-Mar.11, 1998)																																																				
International Transaction	Masahide Morita														Feb. 15-21, 1998																																					
Export Strategy	Katsuhiko Takehara														Feb. 17-Mar. 15, 1998																																					
International Sales Contract	Tadao Kamiya														Feb. 23-Mar. 3, 1998																																					
International Sales Contract	Masaharu Onuki														Feb. 23-Mar. 3, 1998																																					
Export Marketing Strategy	Yoshinori Yokoi														Mar. 1-8, 1998																																					
Export Marketing Strategy	Takeshi Takada														Mar. 1-15, 1998																																					
(for 3rd STP : Jul.28-Aug.20, 1998)																																																				
Export Strategy	Katsuhiko Takehara														Jul. 26-Aug. 23, 1998																																					
International Transaction	Masahide Morita														Jul. 26-Aug. 4, 1998																																					
Export Marketing Strategy	Yoshinori Yokoi														Aug. 2-9, 1998																																					
Business Competitiveness	Tadashi Akita														Aug. 9-16, 1998																																					
International Sales Contract	Masaharu Onuki														Aug. 16-23, 1998																																					
(for 4th STP : Feb.11-Mar.4, 1999)																																																				
International Sales Contract	Masaharu Onuki																										Feb. 9-14, 1999																									
Export Marketing Strategy	Katsuhiko Takehara																										Feb. 14-28, 1999																									
Setting Up Trading Company	Rinpachi Nakatsuka																										Feb. 21-28, 1999																									
Access To Foreign Market (for Emergency support)	Kazuo Kawamura																										Feb. 28-Mar. 6, 1999																									
Export Marketing Strategy	Katsuhiko Takehara																										Oct. 24-31, 1998																									
International Sales Contract	Masaharu Onuki																										Nov. 21-25, 1998																									

\*They were not Short-term expert. but did a special favor to give lectures on the occasion of the first STP.

Annex 10 List of the Indonesian C/P Trained in Japan

as of 14 September, 1999

Year Month	1997												1998												1999												2000												2001	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
Ms. Nus Nuzulia Ishak (Trade Training)	Feb.11-22,1997																																																	
Ms. Utari Kurnianingsih (International Trade)	Sep. 29-Nov.1,1997																																																	
Mr. Itmiwardi (Seminar Management)	Sep.29-Nov.15,1997																																																	
Ms. Nus Nuzulia Ishak* (PDM Seminar)													Mar.30-Apr.10, 1998																																					
Mr. Wijaya (Resource Center)													Oct.18-Nov.14,1998																																					
Mr. Ariful Fuadhi (Seminar Promotion)													Oct.18-Nov.14,1998																																					
Ms. Julia G. Silalahi (International Trade)													Oct.18-Nov.14,1998																																					
Mr. Jarmansyah Joesoef (International Trade)													Oct.18-Nov.14,1998																																					
Ms. Ningsih* (Japanese Language)													Sep.24, 1998-Mar.30, 1999																																					
Mr. Maulani (Course Management)																									May23-Jul.19,1999																									
Ms. Titik Farida (Course Management)																									May23-Jul.19,1999																									
Ms. Viviarini (Course Organization)																									May23-Jul.19,1999																									
Ms. Handaya Retno (International Trade)																									May23-Jul.19,1999																									
Ms. Susijanti** (Support for Small & Medium Scale Industries in Agri-Business for the Republic of Indonesia)																									Sep.5-Oct.24, 1999																									

\* Participated in group training

\*\* Participated in a training organized by JICE (Japane International Cooperation Center)

## Annex 11 List of Machinery and Equipment Provided by the Japanese Side

as of September 14, 1999

Name of Equipment	Maker/Model	Unit	Price (yen)	Date of Delivery	Rooms installed	Maintenance Condition
1. For Project						
Vehicle	Toyota/Kijang minibus LSX1800cc	1	1,870,600	8-Dec-97	IETC parking	Good
Copy machine	Canon/NP6050	2	1,791,405	8-Dec-97	Operational Div. Experts room	Good
Screen	Medium/300 300	2	186,473	8-Dec-97	AV Room	Good
Screen	Medium/210 210	3	55,942	8-Dec-97	AV Room	Good
Video	Sony/SLV-X817PS	7	88,269	8-Dec-97	AV Room	Good
Halogen light	/2000W	1	125,866	9-Dec-97	AV Room	Good
OHP	3M/T9700	2	259,198	8-Dec-97	AV Room	Good
Direct Projector	PLUS/DP30	3	245,216	9-Dec-97	AV Room	Good
Wireless tuner	TOA/WA-641C	3	158,907	9-Dec-97	AV Room	Good
Books		40	347,310	9-Dec-97	Library	Good
Computer	/Pentium 200 16M	4	957,600	20-Jul-98	Library	Good
	/Pentium 200 (with modem) 16M	2	518,700	20-Jul-98	Home Page room	Good
	/Pentium 200 (with modem) 16M	10	2,593,500	20-Jul-98	Internet room	Good
Printer	Epson/Stylus 300	1	66,500	20-Jul-98	Library	Good
	Epson/Stylus 300	3	272,650	20-Jul-98	Internet room	Good
	Epson/Stylus 800 Color	1	119,700	20-Jul-98	Home Page room	Good
Copy machine	Canon/NP2120	1	1,098,174	20-Jul-98	Library	Good
CD-ROM		3	146,101	20-Jul-98	AV Room	Good
Books		77	716,021	20-Jul-98	Library	Good
Scanner	5P Flat-Bed	1	73,150	20-Jul-98	Home Page room	Good
UPS	/650VA	6	319,200	20-Jul-98	Home Page room Library	Good
2. For Expert						
Computer	IBM/Think Pad 535	2	390,400	24-Mar-97	Experts room	Good
	IBM/Aptiva H7G	1	396,000	24-Mar-97	Experts room	Good
Laser Printer	EPSON/LP9200S	1	193,500	9-May-97	Experts room	Good
3. (1) By Local Cost Supporting Scheme						
Computer	Soft Brand Mini Tower	1	124,000	9-Jul-97	Experts room	Good
Scanner	EPSON GT-5000	1	52,000	25-Jun-97	Experts room	Good

Name of Equipment	Maker/Model	Unit	Price (yen)	Date of Delivery	Rooms installed	Maintenance Condition
3.(2) By Emergency Support						
Book shelf	/300W 65D 165H	3	473,704	28-Sep-98	Library	Good
Electrical White board	Panasonic/KX-B630	1	265,720	28-Sep-98	Meeting room	Good
Computer	Acer/Pentium 200 32M	5	1,022,000	6-Oct-98	Internet room	Good
Digital camera	Kodak/120 10MB Memory card	1	146,160	6-Oct-98	AV Room	Good
Camera	Nikon/F-90X	1	231,462	6-Oct-98	AV Room	Good
Tripod	Heiwa/	1	26,950	9-Oct-98	AV Room	Good
Flash	Nikon/SB-28	1	51,744	9-Oct-98	AV Room	Good
Printer	Epson/LX-300	2	70,000	6-Oct-98	Computer room	Good

Annex 12 List of the Study Team Dispatched by the Japanese side

Preliminary Study Team (Sep.3-16,1995)

- |                      |                                  |
|----------------------|----------------------------------|
| 1. Yuichi Sasaoka    | Leader                           |
| 2. Takashi Hayashi   | Technical cooperation program    |
| 3. Yoshiaki Ikeguchi | Training Planning                |
| 4. Susumu Saito      | Midium-sized enterprise training |
| 5. Makoto Tanaka     | Equipment Planning               |
| 6. Naoki Takahashi   | Planning management              |

Supplementary Study Team (Aug.4-24,1996)

- |                      |                               |
|----------------------|-------------------------------|
| 1. Masaaki Hanai     | Leader, Needs Survey          |
| 2. Mitsuru Motoi     | Technical cooperation Program |
| 3. Yoshiaki Ikeguchi | Project Management            |
| 4. Hiroshi Sumiyoshi | Cordinator                    |

Implementation Study Team (Oct.28-Nov.11,1996)

- |                      |                               |
|----------------------|-------------------------------|
| 1. Akira Yamazaki    | Leader                        |
| 2. Mitsuru Motoi     | Technical cooperation Program |
| 3. Yoshiaki Ikeguchi | Training Planning             |
| 4. Syoji Kohmura     | Trading company training      |
| 5. Mayumi Murota     | Cooperation Planning          |
| 6. Shuhei Morioka    | Observer                      |

Consultation Team (Nov.2-14,1997)

- |                     |                                 |
|---------------------|---------------------------------|
| 1. Makoto Yamashita | Leader                          |
| 2. Satoshi Wada     | Technical Cooperation Policy    |
| 3. Takeshi Hoshino  | Technical cooperation Program   |
| 4. Hisao Minemura   | Training and Equipment Planning |
| 5. Hideo Noda       | Administrative Management       |
| 6. Wakako Koike     | Observer                        |

Advisory Team (Sep.5-15, 1999)

- |                       |                                |
|-----------------------|--------------------------------|
| 1. Makoto Yamashita   | Leader                         |
| 2. Norihisa Mizuguchi | Technical Cooperation Planning |
| 3. Takeo Fukatsu      | Technology Transfer Planning   |
| 4. Makiko Nakamura    | Training Planning              |
| 5. Takehiro Hozumi    | Cooperation Planning           |
| 6. Mayumi Murota      | Coordinator                    |





## Annex 13 List of Machinery and Equipment Provided by the Indonesian Side

as of September 14, 1999

Name of Equipment	Maker/Model	Unit	Price (Rp.)	Date of Delivery	Rooms installed	Maintenance Condition
Microphone	AT-848 II	5	1,000,000	6-Oct-97	Audio Visual	Good
Stand Microphone	AK	10	800,000	6-Oct-97	Audio Visual	Good
Column Speaker	TOA	4	800,000	6-Oct-97	Audio Visual	Good
Rewinder	HI-8-MM	2	200,000	8-Oct-97	Audio Visual	Good
Rewinder	BETA	2	200,000	8-Oct-97	Audio Visual	Good
Amplifier Set	M.1642	1	34,989,750	8-Oct-97	Audio Visual	Good
Computer	IBM	1	7,000,000	10-Oct-97	Operational Sec	Good
Computer	XGA	2	16,297,500	10-Oct-97	Operational Sec	Good
Computer (Note book)	Jetta	1	9,000,000	10-Oct-97	Promotion & Cooperation Sec	Good
PC Adaptor	Grand Teleview	1	2,500,000	10-Oct-97	Audio Visual	Good
Motorcycle	Suzuki Tsl2597	1	5,985,000	13-Oct-97	Parking	Good
Motorcycle	Suzuki Bravo 97	1	4,500,000	13-Oct-97	Parking	Good
Multi sytem TV	Samsung	2	8,000,000	28-Jan-98	General Affair sec	Good
PABX	Gold Star GHX512	2	4,500,000	19-Mar-98	Audio Visual	Good
AC Split	Sinko PK5012	8	59,650,000	19-Mar-98	Dormitory	Good
UPS&Stabilizer	ICA60113.600	1	1,000,000	24-Mar-98	Audio Visual	Good
White Board	Ichiro 120x240	1	1,000,000	24-Mar-98	Operational Sec	Good
TV "14	Samsung	5	4,200,000	31-Mar-98	Dormitory	Good
Refreigerator	Toshiba GR78	1	825,000	31-Mar-98	Dormitory	Good
Computer	BRC/SGA Laser Jet	1	6,900,000	31-Mar-98	Operational Sec	Good
Computer Table	Victor/CD-398	10	9,700,000	30-Oct-98	Internet Room	Good
Sofa		1	4,850,000	30-Oct-98	Director Room	Good
Carpet		270 M	54,116,000	30-Oct-98	Director Room	Good
Circulation table	Modera	1	6,000,000	30-Oct-98	Library	Good
Locker		1	4,550,000	30-Oct-98	2nd Floor	Good
Kiln Dry		1	9,975,000	27-Nov-98	Laboratory	Good
Mini Bus	Toyota Kijang SX1800/98	1	73,200,000	27-Jan-99	Parking	Good
Computer PC Polytron	Intel Pentium	3	33,450,000	24-Feb-99	Computer Room(9)	Good
Computer SM	Pentium II,III	3	33,450,000	24-Feb-99	Computer Room(9)	Good
Table+Chair		8	9,000,000	24-Feb-99	Seminar Room	Good
Carpet		186 M	31,100,000	25-Feb-99	Operational Sec	Good
Filling Cabinet		3	2,790,000	8-Mar-99	Promotion & Cooperation Sec	Good

Annex 13 List of Machinery and Equipment Provided by the Indonesian Side

Name of Equipment	Maker/Model	Unit	Price (Rp.)	Date of Delivery	Rooms installed	Maintenance Condition
Computer (Note book)	Intel Pentium	1	21,000,000	15-Mar-99	Operational Sec	Good
Facsimile	KX-FT37 CX	1	4,000,000	12-Jul-99	Operational Sec	Good
Locker Metal		6	25,000,000	8-Jun-99	Library	Good
Computer	Compaq, Presario 5266, Intel Telekom 433 Mhz	2	23,000,000	26-Aug-99	Promotion & Cooperation Sec	Good
Computer	Compaq, Presario 5266, Intel Telekom 434 Mhz	2	23,000,000	26-Aug-99	Computer Room(9)	Good

Annex 14 List of Counterpart Personnel and Administrative Personnel

NO.	NAME	AGE	PRESENT DIVISION	AT IETC FROM	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
1. Administrative C/P									
(1)	Aidil Juzar		Secretary General, MOIT (Project Director)						
(2)	Mochtar		Secretary General, MOIT (Project Director)						
(3)	Gusmardi Bustami	47	Director of NAFED						
(4)	Moch. Chafied	60	Director of PUSBINLAT						
(5)	Sunaryo		Director of PUSBINLAT						
(6)	Nus Nuzulia Ishak	43	Director of IETC (Project Manager)	1-2-1990					
2. Counterpart									
(1)	Titik Farida	45	Operational Training Section	1-2-1990					
(2)	Viviarini	37	Administrative Training Sub Section	August 1990					
(3)	Wijaya	33	Administrative Training Sub Section	1-2-1990					
(4)	Maulani	49	Promotion and Cooperation Section	15-3-1993					
(5)	Susijanti	50	Cooperation Sub Section	15-1-1997					
(6)	Respati Dyah	46	Promotion Sub Section	December 1992					
(7)	Itmiwardi	38	Cooperation Sub Section	April-1999					
(8)	Sutyaningsih	32	Cooperation Sub Section	1-9-1991					
(9)	Julia G. Silalahi	38	Functional Group	1-2-1990					
(10)	Jarman Joesoef	52	Functional Group	August 1993					
(11)	Handaya Retno	44	Functional Group	1-2-1990					
(12)	S. M. Tambunan	49	Functional Group	1-2-1990					
(13)	Chandriani M. D.	35	Cooperation Sub Section	November 1996					
(14)	Utari K.	43	Functional Group	1-2-1990					
(15)	Abdillah Sani	36	Functional Group	1-6-1990					
(16)	Ariful Fuadhi	43	Functional Group	1-2-1990					
3. Additional C/P									
(1)	Pandu Mulyono	46	General Affair Section	1-2-1990					
(2)	Yuyun Wahyuni	34	Personel Sub Section	1-3-1990					
(3)	Mudjirah	43	Finance Sub Section	1-4-1990					
(4)	Kamidin	46	Logistic Sub Section	1-2-1990					
(5)	Denri Purba	39	Program Sub Section	18-8-1992					
(6)	Gagus Suwarsono	49	Promotion Sub Section	1-6-1999					
(7)	Yan Ayub	55	Functional Group	16-4-1998					
(8)	Merry Maryati	34	Functional Group	Feb-90					
4. Administrative Staff									
(1)	Roosfenny, BA	43	Logistic Sub Section	1-2-1990					
(2)	R. Roni Tubiyanto	30	Personnel Sub section	1990					
(3)	Budiarti	36	Finance Sub Section	1-2-1990					
(4)	Maksum	37	Cooperation Sub Section	1-2-1990					
(5)	Didiek Widijawati	34	Promotion Sub Section	1-4-1991					
(6)	Achmad Muchtar	38	Finance Sub Section	1-7-1990					
(7)	Rusmiadi	40	Logistic Sub Section	1-7-1990					
(8)	Djoko Sugianto	32	Personnel Sub Section	1-7-1998					
5. Secretary (Secretary of the Project)									
(1)	Rizkyama	22	Secretary JICA Expert	30-6-1997					

Annex 15 List of Public Relations

Fiscal Year	Publication Material					
	Adver- tisement	Article	Adver- torial	Home Page	Cyber	Leaflet
1996/1997	2	0	0	0	0	53
Remarks : Project Budget						
1997/1998	4	0	0	0	0	59
Remarks : Project Budget						
1998/1999	26	8	1	1	0	64
Remarks : Advertisement Budget : 9 Project, 12 JICA, 5 AOTS						
Apr.1999- Aug.1999	6	0	0	1	1	35
Remarks : Project Budget, cyber Budget : JICA						

Annex 16 Record of Course Planner and Instructor (Summary)

Calendar Year	1997				1998				1999	
Japanese/Indonesian Fiscal Year	1997				1998				1999	
	I	II	III	IV	I	II	III	IV	I	II
Course Planner (including instructors' activities as course planners)										
Number of direct C/P	12	12	12	14	14					
Number of meetings for course planners	0	16	9	13	16					
Number of needs survey	0	25	11	81	38					
Report of Needs Survey	0	3	1	6	3					
Number of manuals	0	0	0	0	44					
Number of Types of Pert-chart	0	0	1	1	6					
Number of Training programs utilising Pert-chart	0	0	6	16	26					
Number of revisions for Manual	0	0	0	0	0					
Number of revisions for Pert-chart	0	0	0	1	6					
Instructor										
Number of lectures by long-term experts	9	4	0	0	0					
Number of presentation by C/P	0	1	9	2	2					
Number of revised or new curriculum for training programs	10	11	13	14	7					
Number of lectures conducted by C/P	12	12	60	60	62					
Number of exposures to business transaction in private companies	0	0	0	0	8					

Annex 17 Monitoring Sheet for Course Planner (Manual)

No.	Document Number	Title of Manual	Date of	
			First Edition AA	Revision
1	Man 01	Manual - How to Make Pert Chart	April, 1999	
2	Man 02	Manual - How to Use Pert Chart	April, 1999	
3	Man 03	Manual - How to Amend Pert Chart	April, 1999	
4	Man 04	Manual - How to Execute Field Visit	April, 1999	
5	Man 05	Manual - How to Plan Field Visit	April, 1999	
6	Man 06	Manual - Collection of Foreign Sources Information	April, 1999	
7	Man 07	Manual - How to Register the Data to Company Data Base	April, 1999	
8	Man 08	Manual - How to Search Company Data Base	April, 1999	
9	Man 09	Manual - Making Training Program	April, 1999	
10	Man 10	Manual - How to Arrange New Topics	April, 1999	
11	Man 11	Manual - How to Register the Data of Instructor to Data Base	April, 1999	
12	Man 12	Manual - How to Search Instructor Data Base	April, 1999	
13	Man 13	Manual - How to Arrange Organizing Committee	April, 1999	
14	Man 14	Manual - How to Orgaize Organizing Committee Activities	April, 1999	
15	Man 15	Manual - How to Analize Training Need	April, 1999	
16	Man 16	Manual - Curriculum Making	April, 1999	
17	Man 17	Manual - How to Find Sponsors	April, 1999	
18	Man 18	Manual - How to Make and Distribute Leaflet	April, 1999	
19	Man 19	Manual - How to Promote Training Program	April, 1999	
20	Man 20	Manual - Making Participant List and Sending Offering Letter	April, 1999	
21	Man 21	Manual - How to Follow up Offering Letter and Extend Participant Recruitment	April, 1999	
22	Man 22	Manual - Posponement and Cancellation of Training	April, 1999	
23	Man 23	Manual - Making Resume, Collecting and Copiing Lecture Paper	April, 1999	
24	Man 24	Manual - Making Participant List and Name Card	April, 1999	
25	Man 25	Manual - Final Preparation and Opening Ceremony	April, 1999	
26	Man 26	Manual - Classroom Guard	April, 1999	
27	Man 27	Manual - Instructor Briefing	April, 1999	
28	Man 28	Manual - Moderator	April, 1999	
29	Man 29	Manual -Assingment of IETC Instructors	April, 1999	
30	Man 30	Manual - Sending Thanks Letter	April, 1999	
31	Man 31	Manual - Text Book Making and Storing	April, 1999	
32	Man 32	Manual - Making and Completing Evaluation Sheets	April, 1999	
33	Man 33	Manual - Training Evaluation and Feed Back	April, 1999	
34	Man 34	Manual - Filing System	April, 1999	
35	Man 35	Manual - Alumni Meeting	April, 1999	
36	Man 36	Manual - How to Advertise IETC Activities	April, 1999	
37	Man RC-1	Manual - How to Organize Steering Committee of IETC Resource Center	July, 1999	
38	Man RC-2	Manual - How to Use Resource Center Facilities	July, 1999	
39	Man RC-3	Manual - Selecting and Purchasing Resource Center References	July, 1999	
40	Man RC-4	Manual - Handling Resource Center References	July, 1999	
41	Man RC-5	Manual - Computer Maintenance	July, 1999	
42	Man RC-6	Manual - Using Internet in Seminar Room 8 dan Using Computer in Seminar Room 9	July, 1999	
43	Man RC-7	Manual - Making Design and Up-Dating Content of IETC Homepage	July, 1999	
44	Man RC-8	Manual - Organizing, Searching, Collecting and Filing of Internet information	July, 1999	

Remarks:

- 1 . First Edition AA
- 2 . First (big) revision AB
- 3 . First (small) revision AA-1
- 4 . Second (big) rebvision AC

Annex 18 Monitoring Sheet for Course Planner (List) (including database)

	Title of lists	C/P in charge		Check at the end of			
				Making Format	Sep.99	Dec.99	Mar.99
				Number of data	Number of Data	Number of Data	Number of Data
1	Company List  Starting 1990	Wijaya	Number of company	562			
			Memory Used (Kb)	736 kb			
2	List of Instructors  Starting 1990	Vivi	Number of Instructors	151			
			Memory Used (Kb)	325 kb			
3	List of Pert-chart  Starting May 1998	Titik	Number of Pert-chart	39			
4	List of Collaborating Organization  Starting 1992	Titik	Number of Organization	30			
5	List of interpreter  Starting 1990	Retno	Number of Interpreter	3			
6	List of books (Library)  Starting 1990	Etty	Number of Book	2,550			

Annex 19 Results of Needs Survey 1997/1998

No	Place	Period	Export Product & Companies		Training Needs
1.	Jakarta	Sept.- Nop. 1997	7	Companies - Garment - Shoes - Cosmetic & Tradisional Medicine (Herbal) - Etc	Marchandiser Garment Export Payment Sales Contract Export Procedure Management of Garment Industries Export Marketing Strategy Negotiation Technique Market Penetration Technique
2.	Manado	Nop.27, 1997	9	Companies - Fring Oil - Fish Product - Moulding - Coconut Product (coconut powder)	Export Procedure Export Payment Sales Contract Quality Control of Fish Product Drying Technique for Wood
3.	Surabaya	Dec.18-19, 1997	9	Companies Sorbital Plastic (OPP & PET film) Wood Product Forest Product	Export Procedure Product Standard of Packaging Export Payment Shipping Market Information
Total			25	Companies	

Need Survey-S2/len/ Data-JICA-C:



Annex 19 Results of Needs Survey 1998/1999

No	Place	Period	Visited Companies / Export Product	Training Needs
1.	Banda Aceh *	Sept.28-Oct1,1998	8. Companies - Coffee beans - Nutmeg oil - Moulding - Cement 3. Government office	Export Import Management Sales Contract Marketing Strategy Negotiation Technique Import & Export Procedure Export Payment with L/C (Advanced)
2.	Denpasar, Bali	Nov.2-5, 1998	8. Companies - Garment - Furniture - Silver - Handicraft 4. Government office 1. Association	Merchandiser Garment Quality Control of Textile and Garment Negotiation Technique Export Payment with L/C (Basic & Advanced) Export Marketing Strategy Kiln Drying Packaging
3.	Medan, North Sumatera	Dec.1-4, 1998	9. Companies - Rubber & rubber product - Cocoa beans - Coffee Beans - Palm Oil - Fish product - Furniture 2. Government office 4. Association	Export Procedure Export Payment with L/C Sales Contract Export Marketing Strategy Quality Improvement of Palm Oil Finishing Rattan / Wood Products
4.	Kupang, East Nusa Tenggara*	Nov. 18-21, 1998	10. Companies - Fish - Sandle wood - Coffee beans - Vanilla Beans 3. Government office	Export Payment with L/C Export Procedure Export Import Management Foreign Market Access Sales Contract
5.	Pontianak, West Kalimantan*	Dec.1-4, 1998	10. Companies - Plywood - Moulding - Palm oil - Ceramic - Cocoa beans - Spices - Oranges 4. Government office	Export Procedure Export Marketing Crude Palm Oil Merchandising Negotiation Technique Export Payment with L/C Exhibition Management
6.	Batam *	March 9-11,1999	10. Companies (Small) (9 alumni ) - Snack - Wooden handicraft - Marine product - Scrap (Carbon, ferro & non ferro)	Market Penetration Marketing Technique Export Payment with L/C Production of Snack Export Procedure Export Import Calculation Export Import Management Negotiation Shop Management
7.	Bandung, West Java	March 9-12, 1999	12. Companies ( 6 companies Exporters ) - Rattan - Textile's Product - Bags, Accessories - Handicrafts 1. Association 3. Government Office	Foreign Market Access Export Import Management Personnal Selling Business Negotiation Export Marketing Strategy Business Communication Export Procedure Export Payment
Total			67. Companies 19. Government Office 6. Association	

Note :

\* Emergency Support

Annex 19 Results of Needs Survey 1999/2000

No	Place	period		Visited Companies / Export Product	Training Needs
1	Lampung	Jun.29-Jul.2, 1999	9	Companies - Natural rubber - Plywood - Rattan - Vanilla, coffee, cocoa beans - Pepper - Dry cassava - Sodium cyclamate - Banana creacers - canned pineapple 4 Government office	Export Import Management Business Japanese Language Business Negotiation Technologi of Vanilla, Coffee, Cocoa and Pepper Powder Shipping Quality Control of Handicraft Management and Marketing of Dry Cassava
2.	Banjarmasin	July 6-9, 1999	10	Companies - Crumb Rubber - F.Faced. Pcy - Plywood - Sir 20 2 Government office	Export Marketing Strategy Shipping Negotiation Technique Export Payment with L/C Export Import Procedure Trade Contract via Internet
3.	Padang	July21-23, 1999	9	Companies - Cassia vera - Gloves - Gambir - Coal - Rubber - Sir 20 - Embroidery - Handicraft - CPO 4 Government office	Export Procedure Export Payment with L/C Cargo Handling Export Marketing Strategy Quality Control of Embroidery Malpractice Exhibition Cost Calculation Market Acces
		Total	28	Companies	
			10	Government office	

Annex 20-1 Record of IETC Training Program (Summary) —To be revised—

Fiscal Year		1996		1997		1998		1999 (-August 31)		Total			
Name of the Training Course		Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant		
1	Export Trade Training	Unchanged	0	0	16	422	33	949	12	316	61	1,687	
		Revised	0	0	0	0	1	35	4	116	5	151	
		New	0	0	7	172	7	205	2	46	16	423	
		Total	0	0	23	594	41	1,219	21	565	85	2,378	
(1)	General	Unchanged	0	0	7	170	20	561	10	256	37	987	
		Revised	0	0	0	0	1	35	4	116	5	151	
		New	0	0	2	31	1	35	0	0	3	66	
		Total	0	0	9	201	22	661	16	429	47	1,291	
(2)	Specialized Product Market	Unchanged	0	0	0	0	0	0	0	0	0	0	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	4	105	6	170	1	18	11	293	
		Total	0	0	4	105	6	170	2	48	12	323	
(3)	Technical	Unchanged	Now summing up			9	252	13	388	2	60	24	700
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	1	36	0	0	1	28	2	64	
		Total	0	0	10	288	13	388	3	88	26	764	
2	Inspection & Quality Control	Unchanged	0	0	12	282	11	138	7	146	30	566	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	6	79	8	48	0	0	14	127	
		Total	0	0	18	361	19	186	7	146	44	693	
(1)	General	Unchanged	0	0	6	153	1	39	2	24	9	216	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	3	33	4	0	0	0	7	33	
		Total	0	0	9	186	5	39	2	24	16	249	
(2)	Technical	Unchanged	0	0	6	129	10	99	5	122	21	350	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	3	46	4	48	0	0	7	94	
		Total	0	0	9	175	14	147	5	122	28	444	
3	Exhibition Management	Unchanged	0	0	4	74	2	50	0	0	6	124	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	0	0	0	0	1	22	1	22	
		Total	0	0	4	74	2	50	1	22	7	146	
(1)	General	Unchanged	0	0	2	40	1	10	0	0	3	50	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	0	0	0	0	1	22	1	22	
		Total	0	0	2	40	1	10	1	22	4	72	
(2)	Technical	Unchanged	0	0	2	34	1	40	0	0	3	74	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	0	0	0	0	0	0	0	0	
		Total	0	0	2	34	1	40	0	0	3	74	
4	Business Language	Unchanged	Now summing up			4	63	2	34	1	16	113	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	1	15	0	0	0	0	1	15	
		Total	0	0	5	78	2	34	1	16	8	128	
(1)	Japanese	Unchanged	0	0	3	54	2	34	1	16	6	104	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	0	0	0	0	0	0	0	0	
		Total	0	0	3	54	2	34	1	16	6	104	
(2)	Chinese	Unchanged	0	0	1	9	0	0	0	0	1	9	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	1	15	0	0	0	0	1	15	
		Total	0	0	2	24	0	0	0	0	2	24	
(3)	English	Unchanged	0	0	0	0	0	0	0	0	0	0	
		Revised	0	0	0	0	0	0	0	0	0	0	
		New	0	0	0	0	0	0	0	0	0	0	
		Total	0	0	0	0	0	0	0	0	0	0	

*pm*

*Plus*

Fiscal Year		1996		1997		1998		1999 (- August 31)		Total		
Name of the Training Course		Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	
5	Seminars	Unchanged	0	0	0	0	0	0	0	0	0	
		Revised	0	0	0	0	0	0	0	0	0	
		New	0	0	3	98	0	0	0	3	98	
		Total	0	0	3	98	0	0	0	3	98	
6	Special Training Program (STP)	Unchanged	0	0	0	0	0	0	0	0	0	
		Revised	0	0	0	0	6	223	0	6	223	
		New	0	0	6	246	2	87	0	8	333	
		Total	0	0	6	246	8	310	0	14	556	
7	Export Business Incubator	Unchanged	Now summing up		0	0	0	0	0	0	0	
		Revised	0	0	0	0	0	0	0	0	0	
		New	0	0	0	0	0	0	0	0	0	
		Total	0	0	0	0	0	0	0	0	0	
8	Quality Awareness	Unchanged	0	0	0	0	1	30	0	1	30	
		Revised	0	0	0	0	1	30	6	75	105	
		New	0	0	0	0	6	155	0	6	155	
		Total	0	0	0	0	8	215	6	75	290	
9	Diploma 1	Unchanged	0	0	0	0	0	0	0	0	0	
		Revised	0	0	0	0	0	0	1	60	60	
		New	0	0	0	0	2	60	0	2	60	
		Total	0	0	0	0	2	60	1	60	120	
Total		Unchanged	0	0	36	841	49	1,201	20	478	105	2,520
		Revised	0	0	0	0	8	288	10	191	18	479
		New	0	0	23	610	23	495	3	68	49	1,173
		Total	0	0	59	1,451	82	2,074	37	884	178	4,409

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Annex 20-2 Record of IETC Training Program (in Detail) --To be revised--

Fiscal Year		1997						1998						1999						Grand Total (-August 1999)		
Quarter		April-September		October-March		Total		April-September		October-March		Total		April-September		October-March		Total				
Name of the Training Course		Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	
1	Export Trade Training	Unchanged	12	314	4	108	16	422	16	438	17	511	33	949	12	316	0	0	12	316	61	1,687
		Revised	0	0	0	0	0	0	0	0	1	35	1	35	4	116	0	0	4	116	5	151
		New	5	119	2	53	7	172	1	30	6	175	7	205	2	46	0	0	2	46	18	423
		Total	17	433	6	161	23	594	17	468	24	751	41	1,219	21	565	0	0	21	565	85	2,378
(1)	General	Unchanged	6	158	1	12	7	170	14	368	6	193	20	561	10	256	0	0	10	256	37	987
		Revised	0	0	0	0	0	0	0	0	1	35	1	35	4	116	0	0	4	116	5	151
		New	1	14	1	17	2	31	0	0	1	35	1	35	0	0	0	0	0	0	3	67
		Total	7	172	2	29	9	201	14	368	8	293	22	661	16	429	0	0	16	429	47	1,291
a	Export Management	Unchanged	6	158	0	0	6	158	4	107	2	78	6	185	5	136	0	0	5	136	17	473
		Revised	0	0	0	0	0	0	0	0	0	0	0	0	1	32	0	0	1	32	1	33
		New	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	6	158	0	0	6	158	4	107	2	78	6	185	6	168	0	0	6	168	18	511
	Unchanged	5/12-19	23					8/7-8/16	26	10/13-21	36			4/6-14	30							
	6/2-13	30						8/19-27	30	1/4-13	42			4/27-5/5	32							
	6/17-27	28						9/16-24	23					5/18-26	21							
	6/23-27	28						9/22-30	28					6/29-7/7	32							
	8/11-12	25												7/27-8/4	30							
	9/22-26	24												8/24-9/1	23							
b	Export Procedure	Unchanged	0	0	0	0	0	0	5	126	4	115	9	241	2	39	0	0	2	39	11	280
		Revised	0	0	0	0	0	0	0	0	0	0	0	0	2	60	0	0	2	60	2	60
		New	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	5	126	4	115	9	241	6	156	0	0	6	156	15	427
	Unchanged							4/29-5/1	22	10/7-9	30			8/4/20-23	30							
	6/23-25	26						6/23-25	26	10/29-31	45			5/25-28	20							
	7/7-9	31						7/7-9	31	12/8-10	40			8/7/6-9	30							
	8/3-5	22						8/3-5	22	3/2-4	30			8/10-13	19							
	9/28-30	25						9/28-30	25					8/24-26	27							
														8/26-28	30							
c	Export Payment	Unchanged	1	14	1	12	2	26	5	135	1	35	6	170	4	105	0	0	4	105	12	301
		Revised	0	0	0	0	0	0	0	0	0	0	0	0	1	24	0	0	1	24	1	24
		New	1	14	1	12	2	26	5	135	1	35	1	35	0	0	0	0	0	0	2	49
		Total	1	14	1	12	2	26	5	135	1	35	6	170	4	105	0	0	4	105	12	301
	Unchanged	#6/17-19	14	10/28-30	12			6/23-25	32	#10/13-15	35			8/5/25-27	24							
	7/21-23	23						7/21-23	23					6/29-7/1	30							
	8/19-21	20						8/19-21	20					7/6-8	30							
	9/8-10	33						9/8-10	33					8/10-13	21							
	9/22-24	27						9/22-24	27													

# indicates that the training curriculum was newly developed. & indicates that the curriculum was revised after the implementation.

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Fiscal Year		1997						1998						1999						Grand Total (- August 1999)		
Quarter		April-September		October-March		Total		April-September		October-March		Total		April-September		October-March		Total		Number of Training Course	Number of Participant	
Name of the Training Course		Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	
d	Export Payment (advance)	Unchanged				0	0					0	0					0	0	0	0	
		Revised				0	0			1	35	1	35					0	0	0	0	
		New				0	0					0	0					0	0	0	0	
		Total	0	0	0	0	0	0	0	0	1	35	1	35	0	0	0	0	0	0	1	35
e	Import Procedure	Unchanged				0	0			#10/13-15	35							0	0	0	0	
		Revised				0	0					0	0					0	0	0	0	
		New			1	17	1	17					0	0				0	0	1	17	
		Total	0	0	1	17	1	17	0	0	0	0	0	0	0	0	0	0	0	0	1	17
(2)	Specialized Product/Market	Unchanged				0	0					0	0					0	0	0	0	
		Revised				0	0					0	0					0	0	0	0	
		New	4	105	0	0	4	105	1	30	5	140	6	170	1	18	0	0	1	18	11	293
		Total	4	105	0	0	4	105	1	30	5	140	6	170	2	48	0	0	2	48	12	323
1	Deviation Export	#5/9-14	25																			
2	Palm Oil to Arab	#6/30-7/4	25																			
3	Entre to Australia	#7/15-16	30																			
4	Mebel to Australia	#9/8-12	25																			
5	Business Competiv							#9/21-25	30													
6	GATT/WTO							#10/6-10	30													
7	Astiri Oil							#10/7-13	30													
8	Anti Dumping							#11/18-23	30													
9	G S P							#12/14-16	15													
10	Holtikultura													#8/9-12	18							
11	Market Acces													#5/25-29	30							
12	Trading House							#2/23-25	35													
(3)	Technical	Unchanged	6	156	3	96	9	252	2	70	11	318	13	388	2	60	0	0	2	60	23	700
		Revised				0	0					0	0					0	0	0	0	
		New			1	36	1	36					0	0	1	28	0	0	1	28	2	64
		Total	6	156	4	132	10	288	2	70	11	318	13	388	3	88	0	0	3	88	25	764
1	Export Payment	6/16-18	30																			
		7/28-30	30																			
		11/11-12	30																			
2	Business Nego	7/22-24	20																			
3	Mebel for Export	8/26-28	22																			
		8/21-23	24																			
4	Export Document/ Procedure			10/30-31	26			4/21-23	30	10/12-24	30			5/25-27	30							
				4/21-23	30					10/27-29	30											
				11/12-13	40					11/19-21	30											
										12/1-3	30											
										12/8-10	30											
										2/15-17	30											
										3/2-4	30											
										3/22-24	30											
									2/24-26	30												
									3/22-24	18												

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Fiscal Year		1997						1998						1999						Grand Total (August 1999)	
Quarter		April-September		October-March		Total		April-September		October-March		Total		April-September		October-March		Total		Number of Training Course	Number of Participant
Name of the Training Course		Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant
5 Export Garment				10/28-30	36																
6 Export Marketing								9/14-16	40	10/27-29	30			5/27-29	30						
7 Retailer Management														7/9-10	28						
2 Inspection & Quality Control	Unchanged	7	122	5	160	12	282	5	88	6	50	11	138	7	146	0	0	7	146	30	566
	Revised	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New	3	26	3	53	6	79	5	48	3	0	8	48	0	0	0	0	0	0	14	127
	Total	10	148	8	213	18	361	10	136	9	50	19	186	7	146	0	0	7	146	44	693
(1) General	Unchanged	5	90	1	63	6	153	1	9	0	30	1	39	2	24			2	24	9	216
	Revised	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	0
	New	1	9	2	24	3	33	2		2		4	0					0	0	7	33
	Total	6	99	3	87	9	186	3	9	2	30	5	39	2	24			2	24	16	249
(2) Technical	Unchanged	2	32	4	97	6	129	4	79	6	20	10	99	5	122			5	122	21	350
	Revised	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	0
	New	2	17	1	29	3	46	3	48	1		4	48					0	0	7	94
	Total	4	49	5	126	9	175	7	127	7	20	14	147	5	122			5	122	28	444
3 Exhibition Management	Unchanged	3	57	1	17	4	74	2	50	0	0	2	50	0	0	0	0	0	0	6	124
	Revised	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New	0	0	0	0	0	0	0	0	0	0	0	0	1	22	0	0	1	22	1	22
	Total	3	57	1	17	4	74	2	50	0	0	2	50	1	22	0	0	1	22	7	146
(1) General	Unchanged	2	40			2	40	1	10	0	0	1	10	0	0			0	0	3	50
	Revised	0	0			0	0	0	0	0	0	0	0	0	0			0	0	0	0
	New	0	0			0	0					0	0	1	22			1	22	1	22
	Total	2	40	0	0	2	40	1	10	0	0	1	10	1	22			1	22	4	72
(2) Technical	Unchanged	1	17	1	17	2	34	1	40	0	0	1	40					0	0	3	74
	Revised					0	0					0	0					0	0	0	0
	New					0	0					0	0					0	0	0	0
	Total	1	17	1	17	2	34	1	40	0	0	1	40	0	0			0	0	3	74
4 Business Language	Unchanged	4	63	0	0	4	63	2	34	0	0	2	34	1	16	0	0	1	16	7	113
	Revised	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New	1	15	0	0	1	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	5	78	0	0	5	78	2	34	0	0	2	34	1	16	0	0	1	16	8	123
(1) Japanese	Unchanged	3	54	0	0	3	54	2	34			2	34	1	16			1	16	6	104
	Revised	0	0			0	0					0	0					0	0	0	0
	New	0	0			0	0					0	0					0	0	0	0
	Total	3	54	0	0	3	54	2	34	0	0	2	34	1	16			1	16	6	104
(2) Chinese	Unchanged	1	9			1	9					0	0					0	0	1	9
	Revised	0	0			0	0					0	0					0	0	0	0
	New	1	15			1	15					0	0					0	0	1	15
	Total	2	24	0	0	2	24	0	0	0	0	0	0	0	0			0	0	2	24
(3) English	Unchanged					0	0					0	0					0	0	0	0
	Revised					0	0					0	0					0	0	0	0
	New	0	0			0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Total					0	0					0	0					0	0	0	0

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Fiscal Year		1997						1998						1999						Grand Total (August 1999)		
Quarter		April-September		October-March		Total		April-September		October-March		Total		April-September		October-March		Total		Number of Training Course	Number of Participant	
Name of the Training Course		Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	Number of Training Course	Number of Participant	
5	Unchanged				0	0														0	0	
	Revised				0	0														0	0	
	New	3	98			3	98													3	98	
	Total	3	98	0	0	3	98	0	0	0	0	0	0	0	0	0	0	0	0	3	98	
6	Unchanged				0	0														0	0	
	Revised				0	0	4	149	2	74	6	223								6	223	
	New	2	42	4	204	6	246	2	87	2	87									8	333	
	Total	2	42	4	204	6	246	4	149	4	161	8	310	0	0	0	0	0	0	14	556	
1	Top Management	#7/15-6	27																			
2	Midle Export Mngr	#7/18-8/4	15																			
3	Int'l Transaction			#2/17-19	44			#7/26-30	30													
4	Export Marketing			#3/3-5	68			#8/4-6	48	#2/16-18	58											
5	Business Competitiv							#8/11-13	28													
6	Int'l Sales Contract			#2/25-27	48			#8/18-20	43	#2/11-13	16											
7	Establishing Tradeco									#2/23-25	35											
8	Market Acces									#3/2-4	52											
9	Business Nego			#3/10-11	44																	
7	Unchanged				0	0														0	0	
	Revised				0	0														0	0	
	New				0	0														0	0	
	Total				0	0														0	0	
8	Unchanged				0	0	0	0	1	30	1	30								1	30	
	Revised				0	0	0	0	1	30	1	30	6	75					6	75	7	105
	New				0	0	3	88	3	67	6	155								6	152	
	Total	0	0	0	0	0	3	88	5	127	8	215	6	75					6	75	14	290
9	Unchanged				0	0	0	0	0	0	0	0								0	0	
	Revised				0	0	0	0	0	0	0	0	1	60						1	60	
	New				0	0	2	60	0	0	0	0	2	60						0	60	
	Total	0	0	0	0	0	2	60	0	0	2	60	1	60					1	60	3	120
Total	Unchanged	26	556	10	285	36	841	25	610	24	591	49	1,201	20	478	0	0	20	478	105	2,520	
	Revised	0	0	0	0	0	0	4	149	4	139	8	288	10	191	0	0	10	191	18	479	
	New	14	300	9	310	23	610	9	166	14	329	23	495	3	68	0	0	3	68	49	1,173	
	Total	40	856	19	595	59	1,451	40	985	42	1,089	82	2,074	37	884	0	0	37	884	178	4,409	

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IETC Training in Region (1997-2001)

Region	1997/1998	1998/1999	1999/2000	2000/2001
Jawa	Bandung (1 STP) Semarang Klaten Surabaya (6) (4 QC)	Bandung (2) Semarang (3) Jember Surabaya (4) (1 STP) (1 QC) Yogyakarta (3)	Bandung (1 STP)* Yogyakarta (1 QC)* Surabaya (Exhibition) Surakarta*	Bandung (1 QC)* Surabaya* Yogyakarta*
Sub-total	9 (40.9%)	13 (50.0%)	4 (22.2%)	3 (17.6%)
Bali & NTB	Denpasar (1 QC)	Denpasar	Denpasar* Kupang Mataram*	Denpasar* Mataram (1 QC)*
Sub-total	1 (4.5%)	1 (3.8%)	3 (16.7%)	2 (11.8%)
Sumatera	Padang Medan (2) (1 QC) Palembang (1 QC) Pekanbaru	Medan (3) (3 QC) Pekanbaru (2) (1 QC) Batam (2) Aceh	Medan (2) (1 STP)* Pekanbaru* Batam (2) Jambi	Padang (1 QC)* Medan* Palembang* Pekanbaru (1 STP)* Batam* Lampung*
Sub-total	5 (22.7%)	8 (30.8%)	6 (33.3%)	6 (35.3%)
Kalimantan	Pontianak Palangkaraya Banjarmasin	Pontianak Samarinda	Balikpapan*	Palangkaraya (1 QC)* Banjarmasin* Balikpapan (1 QC)*
Sub-total	3 (13.6%)	2 (7.7%)	1 (5.6%)	3 (17.6%)
Sulawesi	Kendari Manado (2)	Manado Ujung Pandang (1 STP)	Kendari Manado (1 QC) Sidengreng Palu	Kendari* Manado (1 STP)* Ujung Pandang*
Sub-total	3 (13.6%)	2 (7.7%)	4 (22.2%)	3 (17.6%)
Irian Jaya	Irian Jaya	-	-	-
Sub-total	1 (4.5%)	0	0	0
Total	22 batches	26 batches (2 STP)	18 batches (2 STP)	17 batches (2 STP)

\* indicates that the training program has not implemented by the time (14 September, 1999).

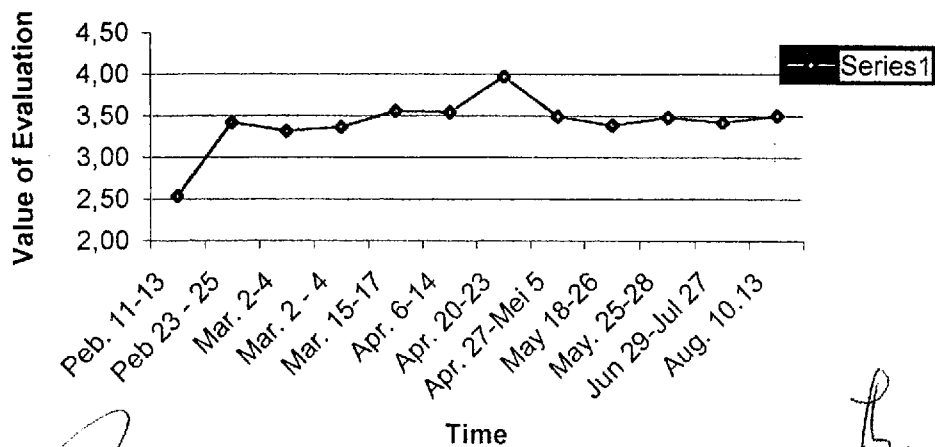
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Annex 21 Evaluation of Training Program

Periode 1999

No.	Training Title	Date	Level of Training	Topic	Allocation of Time	Lecturer Methode	Moderator	Equip-ment	Fee	Simple Average	Weighed Ave. 1,00
			0,09	0,29	0,16	0,13	0,09	0,10	0,13		
1	Export Procedure	Mar. 2-4	3,4	4,1	3,2	4,1	3,7	3,8	3,1	3,6	3,7
		Mar. 15-17	3,2	3,8	3,6	3,7	3,6	3,6	3,0	3,5	3,6
		Apr. 20-23	2,9	4,5	4,5	3,7	4,0	4,3	3,0	3,8	4,0
		May. 25-28	3,3	3,5	3,2	3,8	3,9	3,8	3,2	3,5	3,5
		Aug. 10.13	3,2	3,7	3,1	3,8	3,7	3,6	3,2	3,5	3,5
2	Export Import Management	Apr. 6-14	3,2	3,7	3,2	3,8	3,7	4,0	3,1	2,1	3,5
		Apr. 27-Mei 5	4,2	3,7	3,1	3,5	3,3	3,8	3,1	2,1	3,5
		May 18-26	3,9	3,3	3,3	3,3	3,5	4,0	3,0	2,1	3,4
		Jun 29-Jul 27	3,2	3,6	3,1	3,6	3,8	4,0	2,7	2,1	3,4
3.	International Sales Cobtract	Peb. 11-13 (Surabaya)	2,8	2,4	2,6	2,4	2,3	2,3	3,3	1,5	2,5
4.	Export Marketing Strategy	Peb 23 - 25	3,2	3,4	3,4	3,8	3,5	3,6	3,2	2,1	3,4
5.	Acces To Foreign Market	Mar. 2 - 4	3,1	3,2	3,6	3,4	3,4	3,9	3,1	2,1	3,4

Transition of Weighed Average



Annex 22 Number of Persons Who Utilized the Library

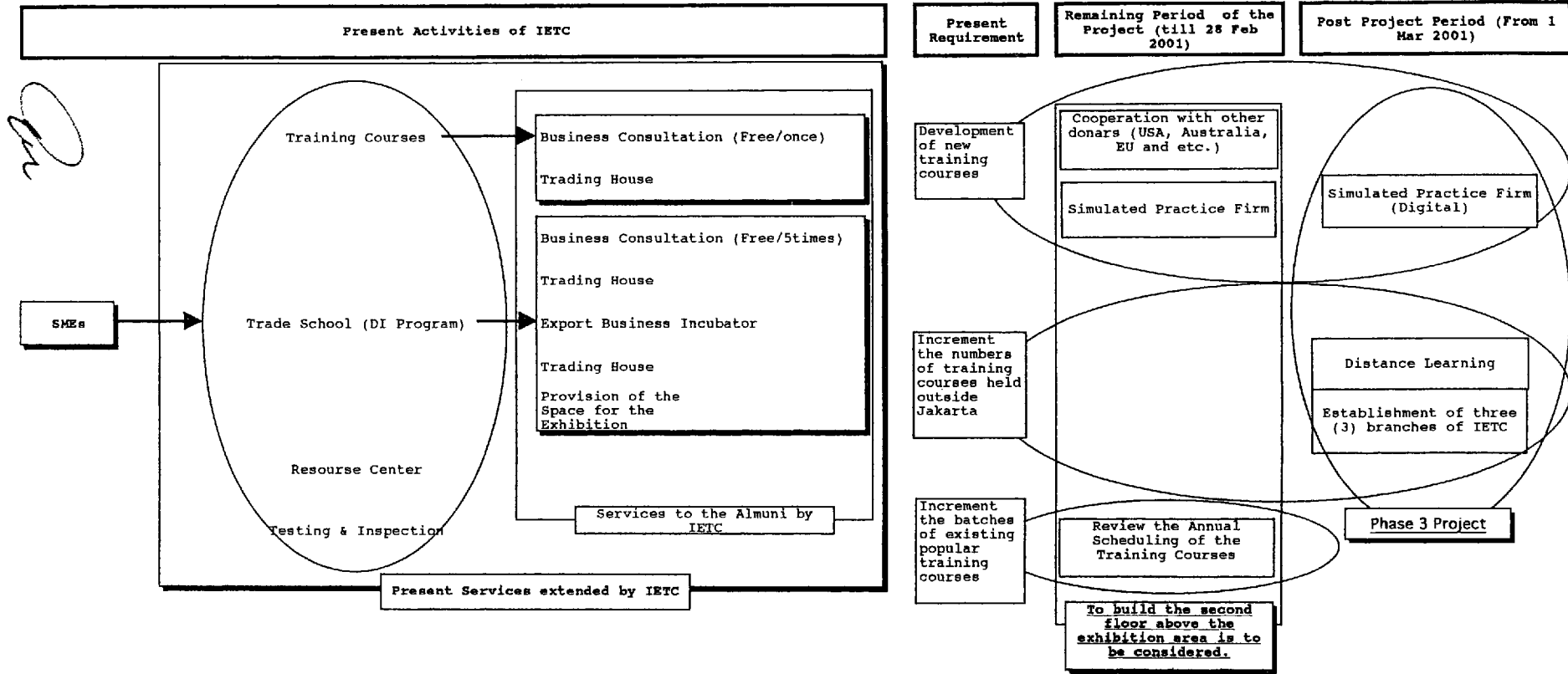
NO	MONTH/YEAR	NUMBER OF USERS*)	REMARKS
1	April 1997 - March 1998	208 users	-
2	April 1998 - March 1999	1.955 users	-
3	March - August 1999	1.415 users	-

\*) Not including IETC Staff  
and Instructors

Jakarta, September 1, 1999



Annex 23 Present Activities and Future Prospect of IETC



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Annex 24 Project Design Matrix (PDM) for the Project

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>&lt;Overall Goal&gt;</b> Human Resources, primarily in medium-sized enterprises, are developed have the capability to map out various new trade-related strategies in the Republic of Indonesia.</p>	<p>1 Level of personnel as traders and successful case at each enterprise</p>	<p>1 Questionnaire to and/or interview with enterprises</p>	<p>a There is no drastic change in political and economic situation in the Republic of Indonesia. b Indonesian government will not change its policy to support free trade.</p>
<p><b>&lt;Project Purpose&gt;</b> IETC will be able to formulate and devise training programs (seminars and training courses) to provide Indonesian enterprises, primarily of medium-size with necessary knowledge, experience and know-how in trade.</p>	<p>1 Number of newly developed training programs including STP (=Special Training Program) 2 The level of the content and the effectiveness of training programs including STP 3 The transition of evaluation for training programs including STP 4 Number of business consultation implemented 5 Number of collaborating organizations, instructors from outside, and interpreters</p>	<p>1 IETC record 2 Questionnaire to and/or interview with the participants of the training programs 3 Questionnaire of training programs 4 IETC record 5 IETC record</p>	<p>a The function of IETC will be enhanced so that the people outside Jakarta can enjoy the IETC's training services. b Participants of the training programs will be allocated in proper positions in their respective organizations.</p>
<p><b>&lt;Outputs&gt;</b> 0 Operation system of the Project will be established.  1 Counterpart personnel (=C/P) in IETC are to be trained as course planners  2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P (instructors) in IETC.  3 Useful information on trade will be offered to the public.</p>	<p>0-1 Number of C/P and administrative staff 0-2 Budget allocation 0-3 Number of public relations 0-4 Kinds and number of equipment introduced 0-5 Frequency of equipment usage and the condition of maintenance  1-1 Number of manuals, lists, PERT-chart, and their revisions 1-2 Number of needs survey and its analysis 1-3 Number of meetings for course planners 1-4 Number of training programs implemented including STP 1-5 Number of participants in the training programs including STP  2-1 Number of lectures by long-term experts 2-2 Number of presentation by C/P 2-3 Number of exposures to business transaction in private companies 2-4 Number of new subjects conducted by C/P  3-1 Number of manuals to organize the Resource Center 3-2 Number of the Internet training programs 3-3 Number of those who have utilized the library 3-4 Number of books in the library</p>	<p>0-1 Allocation list of staff 0-2 IETC record of budget allocation 0-3 Record of public relations including printings, home page, etc. 0-4 Equipment record 0-5 Operation and maintenance record  1-1 Monitoring sheet 1-2 Record of needs survey 1-3 Record of meetings 1-4 IETC record 1-5 IETC record  2-1 Monitoring sheet 2-2 Monitoring sheet 2-3 List of resumes and training 2-4 Record of lectures  3-1 Monitoring sheet 3-2 IETC record 3-3 ITC library record 3-4 IETC library record</p>	<p>a. Medium-size enterprises will continue to send participants to IETC training programs. b Trained C/P will remain at IETC.</p>
<p><b>&lt;Activities&gt;</b> 0-1 To allocate staff as planned. 0-2 To formulate plans of activities. 0-3 To make budget plan with appropriate expenditures. 0-4 To carry out public relations of the Project. 0-5 To arrange/use/maintain proper equipment for the Project.  1-1 To review the existing activities to provide training programs. 1-2 To prepare necessary managing tools. 1-3 To implement training courses utilizing the managing tools. 1-4 To revise the managing tools 1-5 To disseminate the standardized system inside IETC.  2-1 To grasp the concrete needs of each C/P concerning the field of knowledge to be transferred. 2-2 To execute subject guidance to C/P. 2-3 To compile resume of each subject guidance. 2-4 To send C/P to a private company for exposing business transaction  3-1 To identify the main functions of the Resource Center. 3-2 To provide information services of the Resource Center 3-3 To prepare management tools to operate the Resource Center.</p>	<p style="text-align: center;"><b>&lt;Inputs&gt;</b></p> <p style="text-align: center;">The Indonesian side</p> <p>(1) Land, building, facilities and space for the Project  (2) Allocation of C/P and administrative staff Administrative C/P 3 persons Counterpart 15 persons Additional C/P 8 persons Administrative Staff 4 persons  (3) Local cost Necessary budget for the implementation of the Project  (4) Provision of machinery and equipment and their maintenance</p>	<p style="text-align: center;">The Japanese side</p> <p>(1) Dispatch of experts a. Long-term experts Chief advisor Coordinator International Trade b. Short-term experts Appropriate number of short-term experts will be dispatched as necessity arises.  (2) C/P training in Japan  (3) Supporting local cost  (4) Provision of machinery and equipment</p>	<p>a. C/P will not leave their job.</p> <p><b>&lt;Pre-Conditions&gt;</b> a Government continues to support its policy to nurture the trade-oriented industry.</p>

Annex 25 Plan of Operations (PO)

Calendar Year	1997				1998				1999				2000				01
Fiscal Year	96	FY1997				FY1998				FY1999				FY2000			
	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Terms of Technical Cooperation																	
Conduct of the STP			=		=		=		=				-	-		-	-
0 Operation system of the Project will be established																	
0-1 To allocate staff as planned																	
0-2 To formulate plans of activities				=	=		=	=	=		=		-	-		-	-
0-3 To make budget plan with appropriate expenditure							=	=	=		=		-	-		-	-
0-4 To carry out public relations of the Project																	
0-5 To arrange/use/maintain equipment for the Project																	
1 Counterpart personnel (C/P) in IETC are to be trained as course planners																	
1-1 To review the existing activities to provide training programs																	
1-2 To prepare necessary managing tools																	
1-3 To implement training courses utilizing the managing tools																	
1-4 To revise the managing tools													=		-	-	-
1-5 To disseminate the standardized system inside IETC													=		-	-	-
2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P in IETC																	
2-1 To grasp the concrete needs of each C/P concerning the field of Knowledge to be transferred																	
2-2 To execute subject guidance to C/P																	
2-3 To compile resume of each subject guidance																	
2-4 To send C/P to a private company for exposing business transaction																	
3 Useful information on trade will be offered to the public																	
3-1 To identify the main functions of the Resource Center																	
3-2 To provide information services of the Resource Center																	
3-3 To prepare management tools to operate the Resource Center																	

\* — :The original plan, — :The executed

Annex 26 Annual Plan of Operations (APO) for Fiscal Year 1999

Output 0 Operation system of the Project will be established

Calendar Year	1999												2000		
Fiscal Year	1999														
	4	5	6	7	8	9	10	11	12	1	2	3			
Terms of Technical Cooperation															
Joint Coordinating Committee							Δ					Δ			
Special Training Program								Δ			Δ				
0 Operation system of the Project will be established															
0-1 To allocate staff as planned															
0-1-1 To allocate staff as planned															
0-1-2 To review the allocation of the staff															
0-2 To formulate plans of activities															
0-2-1 To formulate plan of activities for FY 2000															
0-3 To make budget plan with appropriate expenditure															
0-3-1 To make budget plan for FY2000															
0-4 To carry out public relations of the Project															
0-4-1 To up-date the IETC home page	=			=			-			-					
0-4-2 To revise the leaflet of the Project															
0-4-3 To revise the brochure of IETC															
0-4-4 To advertise in newspapers	=	=	=	=	=	-	-	-	-	-	-	-			
0-4-5 To make leaflets of training programs *1															
0-4-6 To promote IETC in exhibitions															
0-4-7 To advertise in Kompas cyber media *2															
0-5 To arrange/use/maintain equipment for the Project															

—:The original plan, —:The executed

\*1 Prepared prior to the commencement of each training program.

\*2 Information updated every month

Annex 26 Annual Plan of Operations (APO) for Fiscal Year 1999

Output 1 Counterpart personnel in IETC are to be trained as course planners

Calendar Year	1999												2000		
Fiscal Year	1999												1	2	3
	4	5	6	7	8	9	10	11	12						
Terms of Technical Cooperation															
Joint Coordinating Committee															
Special Training Program															
1 Counterpart personnel in IETC are to be trained as course planners															
1-1 To review the existing activities for training															
1-2 To prepare necessary managing tools															
1-2-1 To prepare Pert-chart															
1-2-2 To prepare manuals															
1-2-3 To prepare lists															
1-3 To implement training courses utilizing managing tools															
1-3-1 To utilize Pert-chart															
1-3-2 To utilize manuals															
1-3-3 To utilize lists															
1-4 To revise managing tools															
1-4-1 To revise Pert-chart															
1-4-2 To revise manuals															
1-4-3 To update lists *1															
1-5 To disseminate the standardized system inside IETC															
1-5-1 To disseminate Pert-chart															
1-5-2 To disseminate manuals															

——:The original plan, ———:The executed

\*1 Information is updated upon completion of each training program.



Annex 26 Plan of Operations (APO) for Fiscal Year 1999

Output 2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P in IETC

Calendar Year	1999												2000		
Fiscal Year	1999														
	4	5	6	7	8	9	10	11	12	1	2	3			
Terms of Technical Cooperation Joint Coordinating Committee Special Training Program						Δ								Δ	
2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P in IETC															
2-1 To grasp the concrete needs of each instructor concerning the field of knowledge to be transferred															
2-2 To execute subject guidance to instructors															
2-2-1 instructors will make presentation on his/her specific subject															
2-3 To compile resume of each subject guidance															
2-4 To send C/P to a private company for exposing business transaction															

—:The original plan, —:The executed

Annex 26 Annual Plan of Operations (APO) for Fiscal Year 1999

Output 3 Useful information on trade will be offered to the public

Calendar Year	1999												2000				
Fiscal Year	1999																
	4	5	6	7	8	9	10	11	12	1	2	3					
Terms of Technical Cooperation																	
Joint Coordinating Committee																	
Special Training Program																	
3 Useful information on trade will be offered to the public																	
3-1 To identify the main functions of the Resource Center																	
3-2 To provide information services of the Resource Center																	
3-2-1 To classify books of the library in accordance with the DDC system *1																	
3-2-2 To conduct Internet training programs	=	=	=	=	=	-	-	-	-	-	-	-	-	-	-	-	-
3-3 To prepare management tools to operate the Resource Center																	
3-3-1 To make manuals																	
3-3-2 To conduct Resource Center Committee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3-3-3 To revise manuals																	

— :The original plan, — :The executed

\*1 Information will be updated upon arrival of new material.

Annex 27 The List of the Candidates for the C/P Training

	Name	Field of Training
1	Respati Diah	Resource Center Management
2	Chandrini Mestika Dewi	Management of Training Resource Center Management
3	Abdillah Sani	Management of Training
4	Pandu Mulyono	Management of Training Institutions



Annex 28 The List of Equipment To Be Provided

	Desireble Number	Present Number	To Be Purchased with the JICA Budget	To Be Purchased with the IETC Self-Financing Budget
<b>Computer</b>				
Internet Room	16 (including one server)	10	6	0
Computer Room	15	12	1	2
Home Page Room	2	2	0	0
Library	4	4	0	0
Business Contact Room	1	0	1	0
Simulation Practice Firm	2	0	2	0
Operational Division	4 (computers to be provided in 1999)	3	1	0
Functional Group	3	1	0	2
Total			11	4
<b>Printer</b>				
Operational Division	1 (printer to be provided in 1999)	0	1	0
Simulation Practice Firm	2	0	0	2
<b>LAN System</b>				
Connecting All the Divisions in IETC	1 set	0	0	1 set

Annex 29 Annual Plan of Operations (APO) for Fiscal Year 2000

Output 0 Operation system of the Project will be established

Calendar Year	2000												2001		
Fiscal Year	2000												1	2	
	4	5	6	7	8	9	10	11	12						
Terms of Technical Cooperation Joint Coordinating Committee Special Training Program						Δ									Δ
	(To be confirmed)														
0 Operation system of the Project will be established															
0-1 To allocate staff as planned															
0-2 To formulate plans of activities															
0-2-1 To review the plan of activities for FY2000															
0-3 To make budget plan with appropriate expenditure															
0-4 To carry out public relations of the Project															
0-4-1 To up-date the IETC home page															
0-4-2 To revise the brochure of IETC															
0-4-3 To advertise in newspapers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
0-4-4 To make leaflets of training programs *1															
0-4-5 To promote IETC in exhibitions															
0-4-6 To advertise in Kompas cyber media *2															
0-5 To arrange/use/maintain equipment for the Project															

\*1 Prepared prior to the commencement of each training program.

\*2 Information updated every month

Annex 29 Annual Plan of Operations (APO) for Fiscal Year 2000

Output 1 Counterpart personnel in IETC are to be trained as course planners

Calendar Year	2000												2001	
Fiscal Year	2000													
	4	5	6	7	8	9	10	11	12	1	2			
Terms of Technical Cooperation Joint Coordinating Committee Special Training Program						Δ							Δ	
(To be confirmed)														
1 Counterpart personnel in IETC are to be trained as course planners														
1-1 To review the existing activities for training						(Activity has been concluded)								
1-2 To prepare necessary managing tools														
1-2-1 To prepare Pert-chart						(Activity has been concluded)								
1-2-2 To prepare manuals						(Activity has been concluded)								
1-2-2 To prepare lists						(Activity has been concluded)								
1-3 To implement training courses utilizing managing tools														
1-3-1 To utilize Pert-chart														
1-3-2 To utilize manuals														
1-3-3 To utilize lists														
1-4 To revise managing tools														
1-4-1 To revise Pert-chart	—				—							—		
1-4-2 To revise manuals			—						—				—	
1-4-3 To update lists *2														
1-5 To disseminate the standardized system inside IETC														
1-5-1 To disseminate Pert-chart	+				+				+				+	
1-5-2 To disseminate manuals				+					+				+	

\*1 Information updated upon the completion of each training program.

Annex 29 Annual Plan of Operations (APO) for Fiscal Year 2000

Output 2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P in IETC

Calendar Year	2000												2001	
Fiscal Year	2000													
	4	5	6	7	8	9	10	11	12	1	2			
Terms of Technical Cooperation Joint Coordinating Committee Special Training Program						Δ							Δ	
	(To be confirmed)													
2 The knowledge and experience necessary for executing trade strategies or trading procedures will be offered to C/P in IETC														
2-1 To grasp the concrete needs of each C/P concerning the field of knowledge to be transferred	(Activity has been concluded)													
2-2 To execute subject guidance to C/P														
2-2-1 C/P will make presentation on his/her specific subject	(When appropriate)													
2-3 To compile resume of each subject guidance	(According to activities 2-2-1 and 2-4)													
2-4 To send C/P to a private company for exposing business transaction	(To be decided)													





Annex 30 Revised Tentative Schedule of Implementation (TSI)

Calendar Year	95				1996				1997				1998				1999				2000				01
Fiscal Year	FY1995				FY1996				FY1997				FY1998				FY1999				FY2000				
	II	III	IV		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
<u>Term of Technical Cooperation</u>																									
<u>Japanese Side</u>																									
1. Dispatch of Study Team																									
1. Preliminary Study Team																									
2. Supplementary Study Team																									
3. Implementation Study Team																									
4. Consultation Team																									
5. Advisory Team																									
7. Evaluation Team																									
2. Dispatch of Long-term Expert																									
1. Chief Advisor																									
2. Coordinator																									
3. International Trade																									
3. Short Term Experts																									
Necessary number of short-term experts will be dispatched.																									
4. Training of C/P Personnel in Japan																									
A certain number will be trained in Japan annually.																									
5. Provision of Equipment and Machinery																									
<u>Indonesian Side</u>																									
1. Land, Building, Space and Facilities																									
2. Machinery and Equipment																									
3. Allocation of C/P Personnel and Necessary Staff																									
4. Allocation of Budget																									

- Note 1. Both Indonesian and Japanese fiscal year starts in April and end in March.  
 2. This schedule is subject to change in according with the progress of the Project.  
 3. :       — =finished in implementation       ---- =to be implemented

# INTERIM SUMMARY REPORT

INDONESIA EXPORT TRAINING CENTER (IETC)

September, 1999



## CURRENT SITUATION AND FUTURE PLANS OF IETC

Indonesia Export Training Center (IETC) has been operation since February 1, 1996 to develop Small and Medium Enterprises (SME) to become active exporter. The institution main activity is to carry out short-term training related to export. Realizing the important role to develop SME and also to support the nations economic, IETC aims to continuously expand the programs every year to facilitate SME.

IETC offers various kinds of training from Export Import Management, Export Procedure, Inspection And Quality Control, Exhibition Management and Business Japanese Language. Although most of the training programs are short-term programs, since 1998 a long-term training has been successfully conducted too.

The development of IETC has been significant through the project phases in cooperation with Japan International Cooperation Agency (JICA) since 1989. During Phase I Project (1989-1994) the focused was on training programs which support export and installed equipment's to support the activities.

Based on the training evaluations, export trade training showed high demand. IETC should become an institution able to guide and develop human resources of SME. To increase IETC performance, curriculum and syllabus should be made appropriately for SME exporters.

Therefore in the Phase II Project (1997-2001), IETC is focusing the quality and development of training management. This covers reviewing and improving the curriculum and syllabus of all the training's, and offering new training topics which is in accordance to the demand of SME and adjust to the present economic development. In doing so the counterparts/ instructors cooperates with JICA long-term experts and professional practitioners.

As the training programs increase year by year the management is also being improved to be efficient as possible. Counterparts/ course planners and instructors of IETC were trained in Indonesia and Japan and operational staffs have also been trained with knowledge and skill which are necessary in the implementation of the project. At present, preparation of training manual is being made for ISO 9002 accreditation.



## EVALUATION

The Phase II Project on Human Resources Development in Trade Sectors has been running for 3 years. Many targets were to be achieved, at present there is a sign of significant development in the quality of IETC.

Internally, the increase number of skilled staffs who have participated in-house training and in respective institutions. Training in Japan, for 10 (ten) counterparts have increased the knowledge and skill which support the project implementation.

Training facilities is being installed, where at present the installation of internet training and resource center to have the latest market information access of the global trade. Office autonomization is also being prepared through the computer net work (LAN) in each IETC office room. Provide export consultations for alumni and incubator business export.

The main project activity is training implementation. Curriculum/ syllabus development were specially the task of counterpart instructors. Counterpart instructors are to be instructors, teaching in IETC. To be qualified instructors, the counterparts must have enough time for preparation.

Gradually, the continuously develop their teaching quality as they become more familiar with the subject matter.

There are still many training programs to be done, in the remaining duration of the project. IETC must make a sound strategy to optimize the human resources and facilities.

## FUTURE PLANS

The public reactions towards IETC training program in Jakarta and in the regions were positives. On the other hand the Indonesian Government have plans to create Regional Autonomy where each regions/ provinces will be encouraged to develop their economy according to regional needs and resources.

Realizing the near future programs IETC plans to develop and continuously expand the training programs. Among them are :



## 1. EXPORT SIMULATION CENTER

Export simulation is needed to understand more deeply the operation of an export company. Participants of the long-term export-import management are to practice the operation of an export company.

The center will need space to develop a “look alike” export office and other related offices. IETC has proposed to build the center in the second floor above the exhibition hall.

## 2. IETC BRANCHES

There are many potential commercial cities. IETC plan to open three branches in Medan (North Sumatera), Pontianak (West Kalimantan) and Ujung Pandang (South Sulawesi) because the regions have natural resources, which could be developed/manufactures in agro-industries and exported to the global market.

IETC plans to provide the human resources and training space and propose to Japan for the facility and distance learning infrastructure.

## 3. PROMOTION

Training information dissemination will be increased in Jakarta as well as in the regions by :

- a). News paper advertisements
- b). Brochures
- c). Leaflet
- d). Bulletins
- e). Homepage

## 4. HUMAN RESOURCES DEVELOPMENT FOR IETC STAFF

In line with the above future programs, the counterparts and staffs skill need to be developed, from teaching skills to management and technical operational skills.

- a). Training Instructors
- b). Training Management for IETC Branch
- c). Distance Learning Operation
- d). Promotion
- e). Resource Center Management.



**IETC PROGRAMS**  
( 1999/2000 FISCAL YEAR )

No.	PROGRAMS	DURATION (DAYS)	BATCH	BATCH PCTS	BATCH PCTS/Year	PLACE	INFORMATION
I	EXPORT TRADE TRAINING		49		1470	36P+13D	P= Jakarta D= Province
	1. Management Export Import Basic (P)	7	12	30	360		
	2. Specialized Product / Market (P)	3	24	30	720		
	3. Technical (D)	3	13	30	390		1. Kupang 2. Medan 3. Manado 4. Batam 5. Jambi 6. Sidenreng 7. Kendari 8. Bogor 9. Palu 10. Surabaya 11. Mataram 12. Medan 13. Yogya
II	INSPECTION & QUALITY CONTROL		15		245	11P+4D	14. Bali 15. Balikpapan 16. Surakarta 17. Riau 18. Bandung
	A. REGULAR (P)		11		165		
	1. Textile & Garment	5	4	15	60		
	2. Rubber	5	2	15	30		
	3. Wooden / Rattan Furniture	5	3	15	45		
	4. Food	5	2	15	30		
	B. TECHNICAL (D)		4		80		
	1. Technical Textile & Garment	3	1	20	20		
	2. Technical Rubber	3	1	20	20		
	3. Technical Wooden / Rattan	3	1	20	20		
	4. Technical Food	3	1	20	20		
III	EXHIBITION MANAGEMENT		1		30	-P+1D	
	1. Technical Exhibition	3	1	30	30		
IV	BUSINESS LANGUAGE		3		60	3P	
	- Japanese Language	25	3	20	60		
	- English (Business Communication)						
V	EDUCATION (D1)		2	30	60	2P	
VI	ENTERPRENEURSHIP	10	2	30	60	2P	
VII	CONTRACTUAL		4	30	120	4P	
VIII	INTERNET	2	10	15	150	10P	
	<b>TOTAL</b>		<b>86</b>		<b>2195</b>		

**NOTE :**

Not include :

- Training cooperation with IASTP = 4 batch (Jakarta, Surabaya, Medan, Pekanbaru)
- Seminar cooperation with YBI = 1 batch




**IETC PROGRAMS**  
( 2000/2001 FISCAL YEAR )

No.	PROGRAMS	DURATION (DAYS)	BATCH	BATCH PCTS	BATCH PCTS/year	PLACE	INFORMATION
I	EXPORT TRADE TRAINING		48		1440	35P+13D	P= Jakarta D= Province
	1. M E I Basic (P)	7	12	30	360		
	2. Specialized Product / Market (P)	3	23	30	690		
	3. Technical (D)	3	12	30	360		1. Bandung
	4. M E I Basic (D)	7	1	30	30		2. Surabaya
							3. Surabaya
							4. Yogyakarta
							5. Denpasar
							6. Mataram
							7. Padang
							8. Medan
							9. Palembang
							10. Batam
							11. Batam
							12. Lampung
II	INSPECTION & QUALITY CONTROL		17		275	13P+4D	13. Palangkaraya
	A. REGULAR (P)		13		195		14. Banjarmasin
	1. Textile & Garment	5	4	15	60		15. Balikpapan
	2. Rubber	5	3	15	45		16. Kendari
	3. Wooden / Rattan Furniture	5	4	15	60		17. Manado
	4. Food	5	2	15	30		18. Ujung Pandang
	B. TECHNICAL (D)		4		80		
	1. Technical Textile & Garment	3	1	20	20		
	2. Technical Rubber	3	1	20	20		
	3. Technical Wooden / Rattan	3	1	20	20		
	4. Technical Food	3	1	20	20		
III	EXHIBITION MANAGEMENT		1		30	-P+1D	
	1. Technical Exhibition (D)	3	1	30	30		
IV	BUSINESS LANGUAGE		3		60	3P	
	- Japanese Language (P)	25	3	20	60		
	- English ( Export Business Communication ) (P)						
V	EDUCATION (D1)		6	30	180	6P	
VI	ENTREPRENEURSHIP (CEFE)	10	4	30	120	4P	
VII	CONTRACTUAL		1	30	30	1P	
VIII	INTERNET	2	14	15	210	14P	
	<b>TOTAL</b>		<b>94</b>		<b>2345</b>		

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Annex 32 List of Attendance of the Discussions

The Japanese Side

- 1 Advisory Team
  - Makoto Yamashita Leader
  - Norihisa Mizuguchi Technical Cooperation Planning
  - Takeo Fukatsu Technology Transfer Planning
  - Makiko Nakamura Training Planning
  - Takehiro Hozumi Cooperation Planning
  - Mayumi Murota Coordinator
  
- 2 JICA Indonesia Office
  - Kazuhiro Yoneda Deputy Resident Representative
  - Hiroo Tanaka Assistant Resident Representative
  
- 3 JETRO Jakarta Center
  - Shoichi Ikuta President Director
  - Takeo Tsukuda Senior Director
  
- 4 Japanese Experts
  - Toshio Kinoshita Bureau of Planning, MOIT
  - Shoji Kohmura Indonesia Export Training Center
  - Shigeki Sugiyama Indonesia Export Training Center
  - Keiko Mizoe Indonesia Export Training Center

The Indonesian Side

- 1 National Agency for Export Development (NAFED)
  - Gusmardi Bustami Chairman
  - Leila Djanun Head of Center for Export Training Information
  - Erfandi Head of Market Analysis
    - Center of Market Development for Asia Region
  - Jamian Lumban Gaol Head of Promotion
    - Center of Market Development for Asia Region
  
- 2 Coordinating Ministry
  - Dipo Alam Assistant to Coordinating Ministre
  
- 3 BAPPENAS
  - Ani Head of Trade Relagion, Bureau of Industry and Trade
  
- 4 Bureau of Planning, MOIT
  - Ratna Djuwita Head, Foreign Cooperation Division
  - Tuti Foreign Cooperation Division
  
- 5 Center for Industrial, Skill Development and Vocational Training
  - Irwadi Batubara Head of Votional and Trade Training
  
- 6 Indonesia Export Training Center
  - Nus Nuzulia Ishak Director
  - Maulani Head of Promotion & Cooperation Division



Titik Farida	Head of Operational Division
Sutyarningsih	Promotion & Cooperation Division
Julia G. Silalahi	Functional Group
Handaya Retno	Functional Group
Viviarini	Head of Operational Administrative Sub Section
Wijaya	Operational Division
Ariful Fuadhi	Functional Group
Pandu Mulyono	Head of Administrative Division
Other C/P	



## インドネシアの輸出振興政策について

## 1 インドネシアの貿易動向（1999年8月JETROジャカルタセンター）

## (1) 概要

・ルピアが大きく下落した97年12月以降、輸入が大きく落ち込んだ反面、輸出はおおむね順調に行われている。このため、98年に入ってから、貿易収支の大幅な黒字が続き、これまで一貫して赤字を記録していた経常収支は黒字となっている。

・98年通年の輸入が前年比マイナス34.4%となったのに対し、輸出は、前年比でマイナス8.6%にとどまった。しかも、石油価格の下落によって、石油・天然ガスの輸出額がマイナス32.3%と大きく落ち込む中での微減であり、非石油・ガス製品の輸出に限れば、同じく国際市況の低迷で輸出単価が大幅に下がった中で前年比マイナス2.0%にとどまっている。

## (2) 部門別の状況

・部門別に98年通年の輸出額を見ると、前年比で輸出が伸びているのは、農水産物（+11.6%）、繊維のうち糸・織物等（+5.9%）、基礎素材（セメント+157.6%、鉄鋼+23.5%、化学品+39.8%、紙52.0%）などである。輸入原材料に依存せずにする輸出部門が強いことが、通貨危機に際してのインドネシアの輸出が好調な理由の一つである。

・これらの部門の企業はルピアベースでの売り上げが数倍になっており、ドル債務の為替差損があるものの、一部の安値輸出を行っている企業を除いて、総じて好調な経営を続けている。

・97年約2,100億ドル（626兆ルピア）のGDPが98年は約1,000億ドル（990兆ルピア）に半減する一方、輸出額はほぼ97年（534億ドル）並みの488億ドルであったため、98年のインドネシアの輸出額はGDP比5割程度となった。

・99年に入り、内需の回復基調と反対に、強くなったルピア（99年7月6,875Rp/\$）を受けて輸出はスローダウンしている。

(図表1) インドネシアの貿易動向

(単位：百万ドル、%)

年	94	95	96	97	98	99
輸出額	40,053	45,418	49,815	53,444	48,848	10,166
増加率	8.8	13.4	9.7	7.3	△8.6	-
非石油・ガス	30,360	34,953	38,093	41,821	40,975	8,297
石油・ガス	9,693	10,465	11,722	11,622	7,872	1,869
輸入額	31,989	40,629	42,929	41,680	27,337	5,557
増加率	12.9	27.0	5.7	△2.9	△34.4	-
貿易収支	7,901	6,533	5,948	10,074	18,429	4,054
経常収支	△2,960	△6,760	△7,801	△5,001	3,974	1,353
為替レート Rp/\$	2,200	2,308	2,383	4,650	8,025	8,685

(出所) バンク・インドネシア

※①99年は3月までの数値

②為替レートは期末中値の数値

(図表2) 主要相手国・地域別輸出動向 (非石油・ガス)

(単位: 百万ドル、%)

	1996		1997		1998	
	金額	増加率	金額	増加率	金額	増加率
①米 国	6,278	9.8	6,702	6.8	6,698	△0.1
②シガポール	3,833	22.0	4,824	25.9	5,355	11.0
③日 本	7,019	4.7	6,940	△1.1	5,339	△23.1
④香 港	1,606	△2.3	1,779	10.8	1,864	4.8
⑤オランダ	1,655	14.1	1,840	11.2	1,510	△17.9
⑥中 国	989	0.4	1,314	32.9	1,454	10.7
⑦ドイツ	1,487	7.8	1,466	△1.4	1,401	△4.4
⑧マレーシア	1,089	10.4	1,324	21.6	1,333	0.7
⑨台 湾	1,067	△2.2	1,250	17.2	1,286	2.9
⑩英 国	1,193	5.7	1,238	3.8	1,143	△7.7
小 計	26,216		28,677		27,383	
総輸出額	38,093	9.0	41,821	9.8	40,975	△2.0

(出所) インドネシア中央統計局 (BPS)

(図表3) 増加傾向にある輸出品目一覧 (非石油ガス)

(単位: 百万ドル、%)

	1997		1998	
	金額	増加率	金額	増加率
農水産物	3,272	12.3	3,653	11.6
コーヒ	503	△14.6	579	15.1
エビ	1,008	△0.8	1,007	△0.1
茶	84	22.9	108	28.6
香辛料	230	45.6	278	20.9
魚	424	△1.4	390	△8.0
織 維	7,410	13.1	7,390	△0.3
カーペット	2,876	△19.6	2,588	△10.0
織物・糸等	4,534	52.5	4,803	5.9
セメント	33	73.7	85	157.6
鉄 鋼	637	12.1	787	23.5
化学品	721	30.6	1,008	39.8
紙・同製品	938	△1.8	1,426	52.0
総輸出額	53,444	7.3	48,848	△8.6

(出所) インドネシア中央統計局 (BPS)

## 2 輸出振興政策

インドネシア国工業分野振興開発計画(裾野産業)フローアップ調査(1999年6月、国際協力事業団・インドネシア共和国工業商業省)及びJETROジャカルタ・センターの話によれば、インドネシアには、現在のところ包括的かつ統合された戦略的な輸出振興

政策を特定することはむずかしい状況にあるが、実質的には、公的貿易促進機関である輸出振興庁（NAFED）の活動とインドネシア貿易研修センター（IETC）の活動が中心となっている。

#### (1) 輸出振興庁（NAFED）

公的貿易促進機関である輸出振興庁（NAFED）では、次のような様々な貿易援助活動を行っている。

- ①見本市や貿易フォーラムの開催
- ②輸出業者に対する市場情報の提供
- ③見本市での出展者への展示スペースの貸し付け
- ④海外市場への貿易ミッションの派遣
- ⑤海外バイヤーへの業者の紹介
- ⑥輸出業者カタログや広報物の出版
- ⑦インターネット上でのホームページの開設 等

#### ※インドネシア貿易振興センター（ITPC）

世界の13カ所に設置されていたインドネシア貿易振興センター（ITPC）は98年に政府予算の不足のため、閉鎖された。これは、インドネシアの輸出振興活動にとって大きな痛手となっている。

#### (2) インドネシア貿易研修センター（IETC）

IETCでは、市場の要請・条件や市場戦略に関するより実際的な教育をするために、既にケーススタディやロール・プレイングを採用し、また、貿易の実務経験のある外国人講師を招いた研修を行っている。

## 2 小規模企業輸出の動向

### (1) 小規模工業の状況

94年の中央統計局のデータによると、インドネシアの小規模工業は、事業所数では、全企業の99%を占め、また従業員も過半数を占める一方、付加価値生産額は16%、輸出に占める割合は19%、GDPに占める割合は12%にすぎない。また、工業商業省小規模工業開発庁の資料によれば、95年の小規模工業の事業所数は、215万、従業員数は801万人、生産額は24兆ルピアになっており、それらの業種別に見ると、「食料・飲料」「繊維・皮革」「木材・木製品」の3業種でもって過半数を占めている。

#### ※小規模企業の定義

インドネシアにおいては「小規模企業」について統一された定義はないが、中央統計局では、小規模企業を製造業で従業員19人以下（4人以下＝零細、5～19人＝小規模）の企業として定義している。

### (2) 小規模企業の輸出の推移

93～97年のインドネシアにおける小規模企業の輸出の推移を見ると、一般工業製品

輸出規模が40.4%拡大したのに対して、小規模企業輸出は13.9%の拡大をみせたにとどまった。これに伴い、一般工業製品輸出に占める小規模企業輸出の比率は93年の9.5%から97年には7.7%と低下した。

98年における小規模企業の輸出の減少については、インドネシア国工業分野振興開発計画（裾野産業）フローアップ調査において、以下の要因が指摘されている。

- ①原料輸入のための信用状開設が困難となり、生産停止に追い込まれている企業が増加している。
- ②国内販売の急減によって通常の生産活動が困難となり、時として工場閉鎖に追い込まれていること。
- ③販売網の脆弱性及び海外顧客との頻繁な接触が不可能なこと。
- ④製品評価が定まらず、また貧弱なこと。
- ⑤急速に変化する金融動向についてゆけないこと。

### 3 インドネシア経済の今後の見通し（1999年8月JETROジャカルタ・センター）

99年の第1四半期に既に底は脱しているものの、回復の足取りは遅く、99年の成長見通しは、△4～0%になる見込みである。本格的回復は、2000年からであり、97年の生活水準に回復するには、5～6年かかるとの見方が大勢を占めている。

また、外資の呼び込みが重要であると指摘されているが、先ほど実施された東ティモール州帰属問題にかかる住民投票や11月に予定されている新たに選出された国会議員等で構成する国民会議の開催等の政治日程が円滑に行われる必要がある。

（図表4）実質経済成長率

（単位：％）

	89	90	91	92	93	94	95	96	97	98
経済成長率	7.5	7.2	6.9	6.5	7.3	7.5	8.2	8.0	4.9	△13.7

※98年は速報値及び推測値

### 4 輸出振興政策におけるNAFED及びIETCの役割

98年のインドネシアの輸出額は、GDP比の5割となっており、経済発展を進める上で、輸出振興は政策の大きな柱である。また、全事業者の大半を占める小規模企業の育成にとっても輸出振興は重要な課題である。

このため、公的貿易促進機関である輸出振興庁（NAFED）が行っている貿易振興活動とIETCが担っている貿易に携わる人材の育成活動は大きな鍵を握っており、今後、この2つの機関の役割は非常に重要である。

（図表5）GDPに占める輸入・輸出額の割合（単位：百万ドル）

	95	96	97	98
GDP	202,131	227,397	214,595	100,210
輸入額 b	40,629	42,929	41,680	27,337
b/a (%)	20.1	18.9	19.4	27.3
輸出額 c	45,418	49,815	53,444	48,848
c/a (%)	22.5	21.9	24.9	48.7

（出所）バンク・インドネシア、インドネシア中央統計局（BPS）

[参考文献]

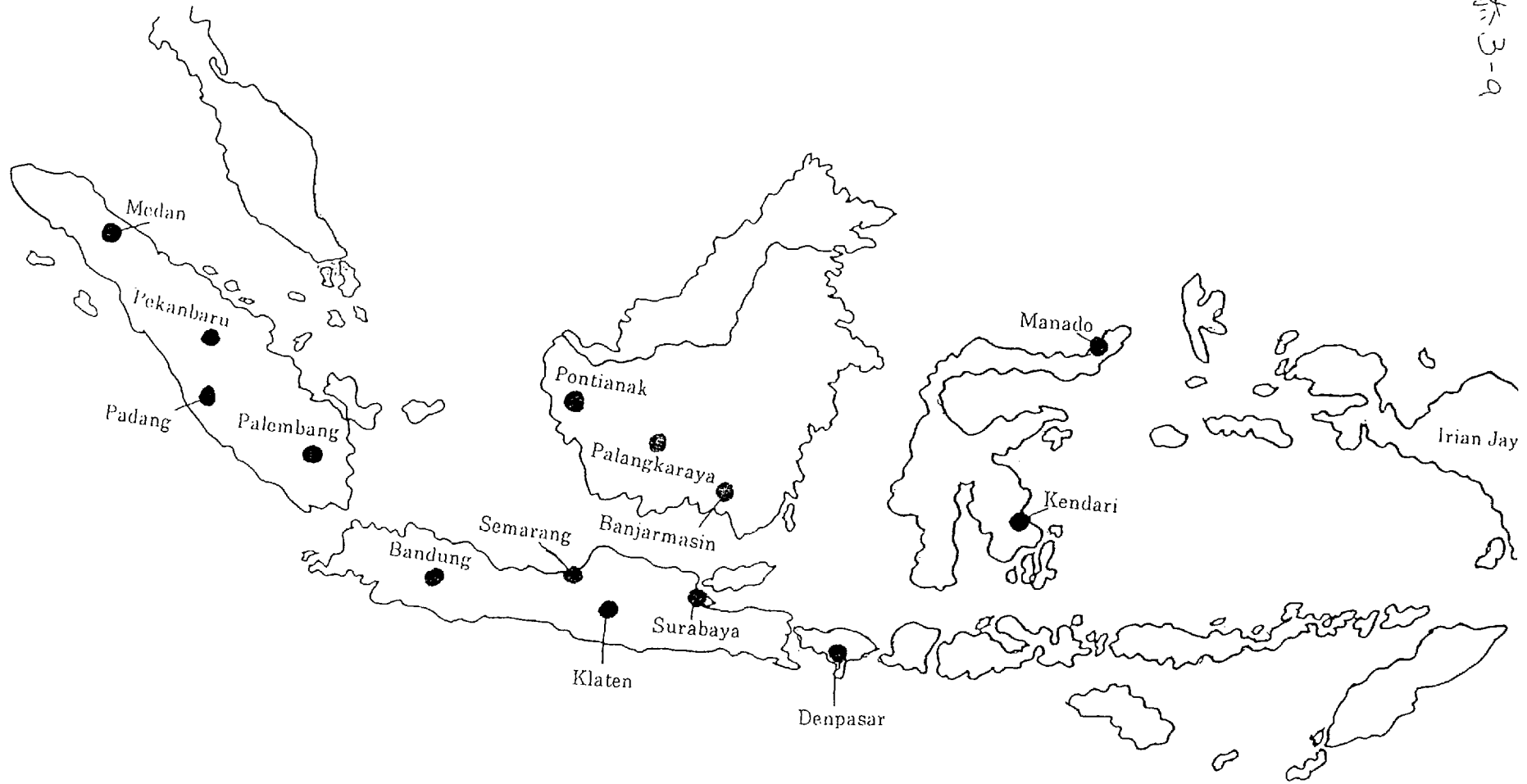
- ・インドネシアの経済動向（1999年8月JETROジャカルタ・センター）
- ・インドネシア経済・投資・貿易の動向（1999年9月20日JETROジャカルタ・センター）
- ・インドネシア国工業分野振興開発計画（裾野産業）フローアップ調査本報告書  
（1999年6月、国際協力事業団・インドネシア共和国工業商業省）
- ・インドネシア・ハンドブック1997/1998年版（1998年9月、ジャカルタ・ジャパンプラ  
ブ発行）

3. IETC 研修の記録 (1) IETC 設立時からの研修コース数及び受講生数の推移

LIST OF PARTICIPANTS OF THE IETC'S TRAININGS/SEMINARS  
FROM FISCAL YEAR 1990/91 UNTIL 1998/99

NR.	PROGRAMS	BATCH	PARTICIPANTS COMPOSITION					TOTAL
			IND	PVT	GEN	COOP	GOP	
A. FISCAL YEAR 1990/91								
1	Export Trade Training	17	0	285	50	21	59	415
2	Inspection & Quality Control	18	0	120	71	1	31	223
3	Exhibition Management	10	0	89	27	1	24	141
4	Business Japanese Language	4	0	29	14	0	18	61
	<i>Sub Total</i>	<b>49</b>	<b>0</b>	<b>523</b>	<b>162</b>	<b>23</b>	<b>132</b>	<b>840</b>
B. FISCAL YEAR 1991/92								
1	Export Trade Training	15	0	254	36	29	91	410
2	Inspection & Quality Control	15	0	108	22	0	27	157
3	Exhibition Management	10	0	117	5	0	45	167
4	Business Japanese Language	3	0	13	0	0	34	47
	<i>Sub Total</i>	<b>43</b>	<b>0</b>	<b>492</b>	<b>63</b>	<b>29</b>	<b>197</b>	<b>781</b>
C. FISCAL YEAR 1992/93								
1	Export Trade Training	29	0	418	29	146	160	753
2	Inspection & Quality Control	21	0	200	43	0	52	295
3	Exhibition Management	10	0	74	22	3	113	212
4	Business Japanese Language	3	0	21	0	0	6	27
	<i>Sub Total</i>	<b>63</b>	<b>0</b>	<b>713</b>	<b>94</b>	<b>149</b>	<b>331</b>	<b>1287</b>
D. FISCAL YEAR 1993/94								
1	Export Trade Training	24	0	327	155	30	191	703
2	Inspection & Quality Control	27	0	290	55	8	50	403
3	Exhibition Management	12	0	160	7	1	63	231
4	Business Japanese Language	3	0	20	0	0	7	27
	<i>Sub Total</i>	<b>66</b>	<b>0</b>	<b>797</b>	<b>217</b>	<b>39</b>	<b>311</b>	<b>1364</b>
E. FISCAL YEAR 1994/95								
1	Export Trade Training	28	0	492	98	46	81	717
2	Inspection & Quality Control	26	0	242	75	0	56	373
3	Exhibition Management	8	0	84	15	0	86	185
4	Business Japanese Language	5	0	97	0	0	4	101
	<i>Sub Total</i>	<b>67</b>	<b>0</b>	<b>915</b>	<b>188</b>	<b>46</b>	<b>227</b>	<b>1376</b>
F. FISCAL YEAR 1995/96								
1	Export Trade Training	32	0	468	51	73	149	741
2	Inspection & Quality Control	28	0	435	32	0	61	528
3	Exhibition Management	7	0	47	10	0	63	120
4	Business Japanese Language	4	0	74	0	0	5	79
	<i>Sub Total</i>	<b>71</b>	<b>0</b>	<b>1024</b>	<b>93</b>	<b>73</b>	<b>278</b>	<b>1468</b>
G. FISCAL YEAR 1996/97								
1	Export Trade Training	24	0	418	56	1	64	539
2	Inspection & Quality Control	22	0	321	2	0	32	355
3	Exhibition Management	5	0	29	4	0	80	113
4	Business Japanese Language	3	0	56	0	0	0	56
	<i>Sub Total</i>	<b>54</b>	<b>0</b>	<b>824</b>	<b>62</b>	<b>1</b>	<b>176</b>	<b>1063</b>
H. FISCAL YEAR 1997/98								
1	Export Trade Training	39	0	813	37	176	115	1141
2	Inspection & Quality Control	25	0	282	7	28	16	333
3	Exhibition Management	8	0	18	0	0	61	79
4	Business Language	5	0	68	0	4	0	72
	<i>Sub Total</i>	<b>77</b>	<b>0</b>	<b>1181</b>	<b>44</b>	<b>208</b>	<b>192</b>	<b>1625</b>
	<b>TOTAL</b>	<b>490</b>	<b>0</b>	<b>6469</b>	<b>923</b>	<b>568</b>	<b>1844</b>	<b>9804</b>

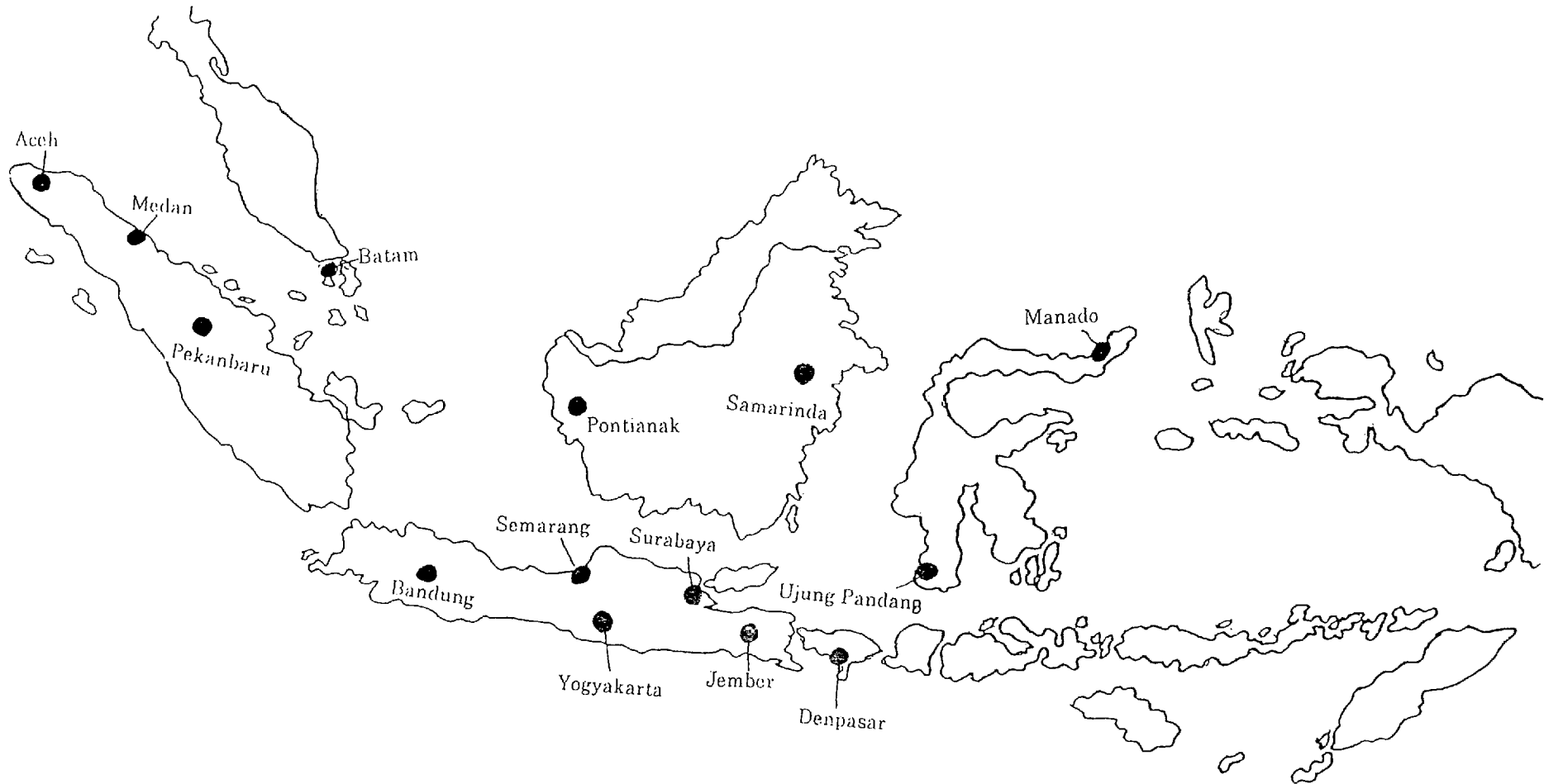
### Training Program in Region 1997/1998



● indicates that the training program has been implemented.



## Training Program in Region 1998/1999



● indicates that the training program has been implemented.

19

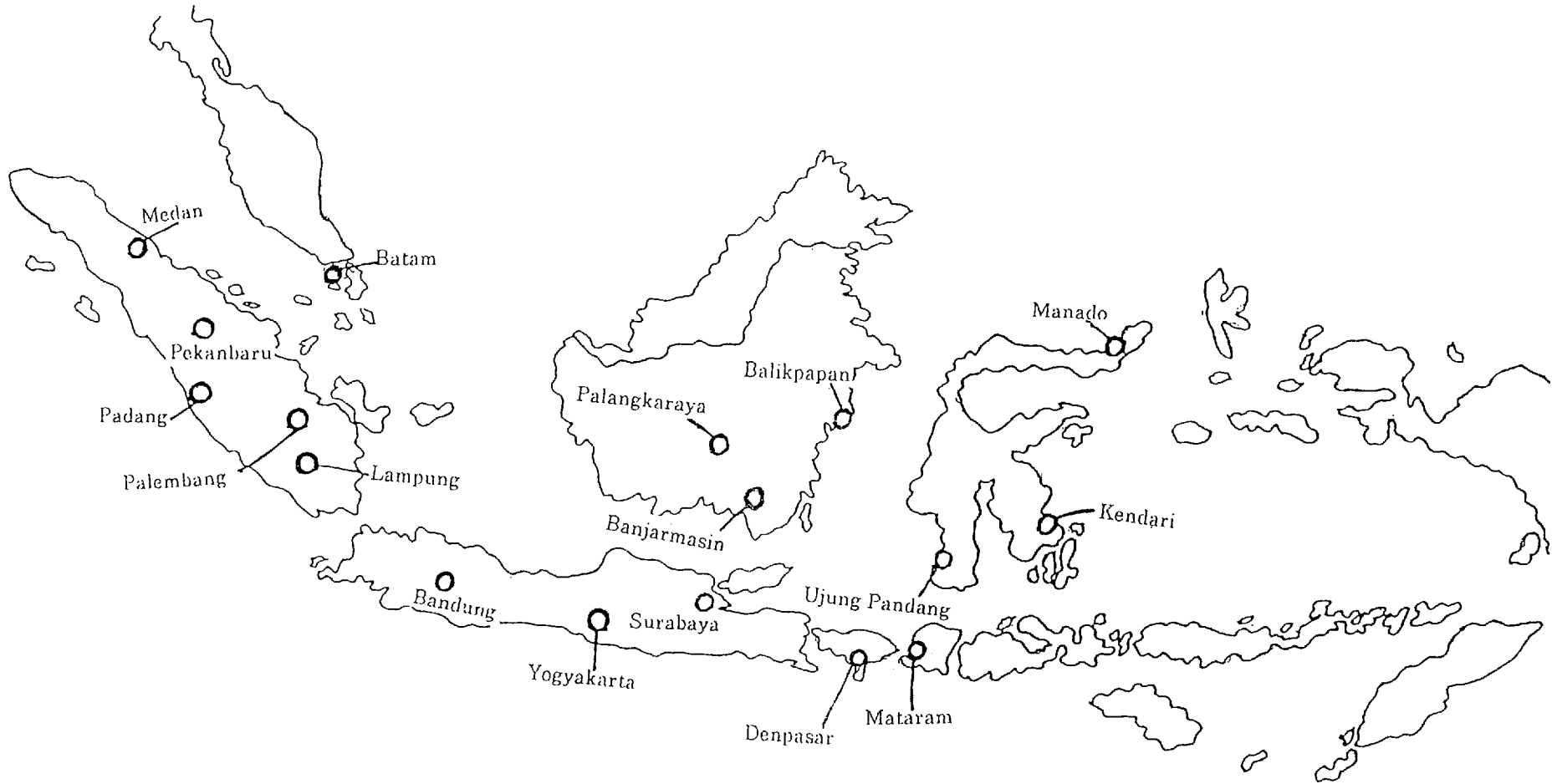
# Training Program in Region 1999/2000



● indicates that the training program has been implemented.  
○ indicates that the training program is planned.

*Plus*

## Training Program in Region 2000/2001



○ indicates that the training program is planned.

*[Handwritten signature]*

**Data**

**Period of Cooperation :**  
1 March, 1997 - 28 February, 2001

**Project Director :**  
Gasmardi Bustami  
Chairman of NAFED MOIT

**Project Chief Advisor :**  
Shoji Kohmura, JICA

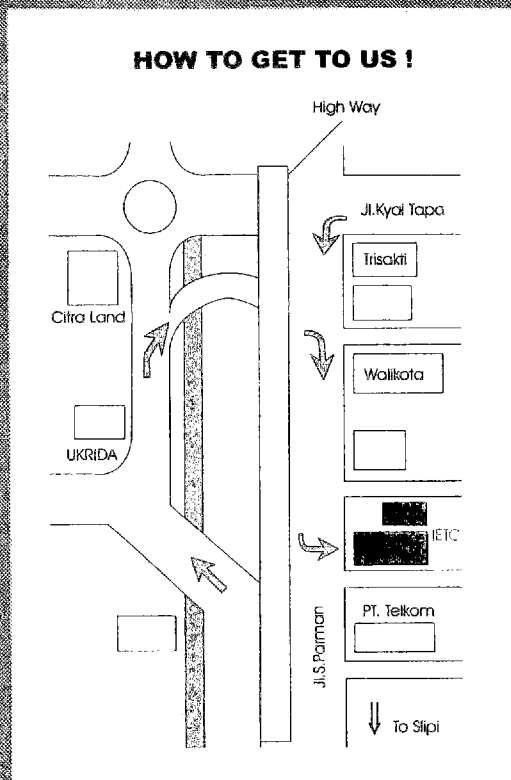
**Project Manager :**  
Nus Nuzulia Ishak,  
Director of IETC

**Japanese Experts :**  
Shigeeki Sugiyama  
International Trade, JICA  
Keiko Mizoe  
Coordinator, JICA

**Counter Part Personnel :**  
Course Planner  
Titik Farida  
Maulani  
Susiarni  
Respati Diah  
Intiwardi  
Viviani  
Sutyaningsih  
Ariful Fuadhi  
Wijaya

**Instructor**  
Utari Kurnianingsih  
Handaya Retno  
Jarmansyah Joe Soep  
Julia G. Silalahi  
Saor M. Tambunan

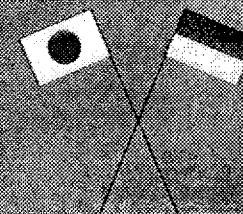
**Activities :**  
Dispatch of Experts  
Provision of Equipment  
CIP Training in Japan



**HUMAN RESOURCE DEVELOPMENT  
IN TRADE SECTORS PROJECT**

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**HUMAN RESOURCE DEVELOPMENT  
IN TRADE SECTORS PROJECT**



**JICA IETC**

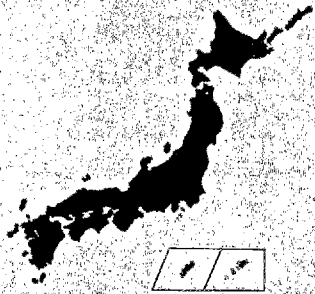


**Japan International Cooperation Agency  
Indonesia Export Training Center**

「貿易セクター人材育成計画  
プロジェクト」とは？

急速な成長を続けるインドネシア経済にとって、貿易に携わる優秀な人材の育成は急務である。こうした人材の育成のため、インドネシア政府は日本政府に協力を要請。日本のJICA（国際協力事業団）を援助の実施機関とし、インドネシア工業商業省（当時は商業省）傘下に1990年設立されたのが、IETC（貿易研修センター）である。

そして1997年、JICAの「貿易セクター人材育成計画プロジェクト」が再度、IETCをサイトとしてスタートした。このプロジェクトでは、より魅力的かつ効果的な研修を企画・運営できるコースプランナーを育成し、またインストラクターの能力の向上を図ると共に、IETCが貿易に関する情報の発信地となるべく、リソースセンターの設立をも目指している。



*What is the "Human Resource  
Development in Trade Sectors Project"?*

For the fast-growing Indonesian economy, it is urgent that efficient personnel be nurtured who are to be involved in trade. For this purpose, the Indonesian government requested the cooperation of the Japanese government which, in 1990, helped establish the IETC (Indonesia Export Training Center) under the Ministry of Industry and Trade of Indonesia (formerly the Ministry of Trade) with the cooperation of JICA (Japan International Cooperation Agency).

The "Human Resource Development in Trade Sectors Project" was started in 1997 as the second project with its site at IETC. This project aims to develop local course planners who can plan and carry out attractive and effective training courses, to improve the abilities of the instructors, and to establish a resource center which will offer trade-related information.

*Apakah "Proyek Pengembangan Sumber  
Daya Manusia di Sektor Perdagangan"?*

Untuk mempercepat pertumbuhan ekonomi Indonesia, tugas penting yang perlu dilakukan adalah membina sumber daya manusia (SDM) di sektor perdagangan menjadi SDM yang efisien. Untuk tujuan ini Pemerintah Indonesia bekerjasama dengan Pemerintah Jepang c.q. Japan International Cooperation Agency (JICA) mendirikan Pusat Pelatihan Eksport Indonesia (PPEI) yang berada dibawah lingkungan Departemen Perindustrian dan Perdagangan (pada waktu Departemen Perdagangan) pada tahun 1990.

Proyek Pengembangan SDM di Sektor Perdagangan yang dimulai pada tahun 1997 merupakan Proyek PPEI bekerjasama dengan JICA untuk tahap kedua. Proyek ini bertujuan mendidik para perencana kursus agar dapat merencanakan dan menyelenggarakan kursus-kursus yang menarik dan efektif, meningkatkan kemampuan para instruktur, dan mendirikan Resource Center (pusat informasi) yang akan merupakan pusat penyebaran informasi yang berkaitan dengan masalah perdagangan.

