

3. 実施協議調査帰国報告会資料 / 討議議事録(R/D) / ミニッツ

3 - 1 調査・協議項目

3 - 1 - 1 討議議事録(R/D)の内容確認

3 - 1 - 2 プロジェクト実施に係る詳細の確認

(1) 協力期間

(2) RETPC 設立地

(3) プロジェクトサイト

(4) プロジェクトの基本計画(上位目標、プロジェクト目標、成果、活動)

(5) プロジェクト・デザイン・マトリックス(PDM)

(6) 活動計画(PO)及び年次活動計画(APO)

(7) 投入計画

1) 日本側投入(専門家、研修員受入れ、機材供与)

2) インドネシア側投入(要員配置、プロジェクト予算、土地・建物・施設)

(8) 暫定実施計画(TSI)

3 - 1 - 3 プロジェクト開始へ向けた準備、その他

(1) 州政府との協力合意(TCA)

(2) スタッフの教育・訓練

(3) 合同調整委員会

(4) モニタリング・評価

(5) NAFED の情報タスクフォース

3 - 1 - 4 J-net 事業との連携調整

3 - 1 - 5 今後のスケジュール

3 - 2 調査団員構成

氏名	分野	所属
高間 英俊	団長・総括	国際協力事業団 鉦工業開発協力部 鉦工業開発協力第一課 課長
朝倉 俊雄	貿易振興	日本貿易振興会 神戸貿易情報センター 所長
岡山 明日香	協力企画	国際協力事業団 鉦工業開発協力部 鉦工業開発協力第一課 職員

3 - 3 調査日程

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日順	月日	曜日	日 程
1	1月27日	日	10:55 成田発(JL725) 16:05 ジャカルタ着
2	1月28日	月	9:00 NAFED長官表敬、NAFED/IETCとの打合せ(東ジャワ州商工部との協議の進め方) (於 : NAFED) 16:00 大使館表敬 17:00 JICAインドネシア事務所との打合せ
3	1月29日	火	8:00 ジャカルタ発(GA304) 9:20 スラバヤ着 10:00 東ジャワ州商工部との協議(初年度の活動計画詳細) 15:00 スラバヤ総領事表敬
4	1月30日	水	9:00 東ジャワ州商工部との協議(NAFED/IETC、東ジャワ州商工部、JICA3者の責任分担) 19:00 スラバヤ発(GA325) 20:20 ジャカルタ着
5	1月31日	木	9:00 NAFED/IETCとの協議(初年度の活動計画、投入計画詳細) (於 : IETC)
6	2月1日	金	9:00 NAFED/IETCとの協議(R/D、プロジェクトドキュメント) (於 : IETC)
7	2月2日	土	団内打合せ、ミニッツ作成
8	2月3日	日	団内打合せ、ミニッツ作成
9	2月4日	月	10:30 JETROジャカルタ事務所訪問 13:30 NAFED/IETCとの協議(ミニッツ案) (於 : NAFED)
10	2月5日	火	9:30 R/D、ミニッツ署名 11:00 MOIT計画局報告 13:30 BAPPENAS報告 14:30 EKUIN報告 15:30 大使館報告 17:00 JICA事務所報告 23:30 ジャカルタ発(JL726)
11	2月6日	水	8:35 成田着

本調査団と並行して、J-net実施協議調査団が以下のとおり派遣された。

調査期間：1月29日～2月7日

団員構成：団長(JICA、本調査団の団長と兼務)、遠隔技術協力政策(外務省)、システム管理計画(JICA)、システム運用計画(JICA)

R/D署名日：2月5日(火)

3 - 4 主要面談者

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インドネシア側

(1) 国家開発企画庁(BAPPENAS)

Mr. Luky Eko Wuryanto Director for Industry, Trade and Tourism Development

(2) 商工省(MOIT)

Mr. Robby M. Kumenaung Head, Bureau of Planning

Drs. Mardjoko Siswanto Head of Foreign Aid Division, Bureau of Planning

(3) 輸出振興庁(NAFED)

Mr. Gusmardi Bustami Chairman

Mr. Fauzi Aziz Secretary

Ms. Nus Nuzulia Ishak Director, Center for Export Information and Training(CEIT)

Mr. Sjahril Sjafri Head of Information Services and Export Training Division,
CEIT

Mr. Edison Hutabarat Head of Information Network and Database Div., CEIT

Mr. Sahala Aritonang Head of Administration Sub-division, CEIT

Mr. Suprayogo Staff in CEIT

Mr. Bambang Purnomo Staff in CEIT

(4) 貿易研修センター(IETC)

Ms. Ratna Djuwita Director

Mr. Maulani Head of Cooperation and Promotion Section

Ms. Utari Kurnianingsih Export Marketing Training

Ms. Susijanti Consultation Coordinator

Ms. Chandrini Mestika Dewi Head of Cooperation Sub-section

(5) 東ジャワ州(スラバヤ)

Mr. Fachrul A. R. Head of Industry and Trade Office(Dinas)

Mr. Ir. Cipto Budiono Vice Head, Industry and Trade Office(Dinas)

Drs. Dhidhi Teguh Wiyono Head, Foreign Trade Division, Industry and Trade Office
(Dinas)

Ms. Liri L. Idham Chief Promotion & Foreign Cooperation Section, Foreign
Trade Division, Industry and Trade Office(Dinas)

日本側

(1) 在インドネシア日本大使館

福岡 徹 一等書記官

(2) 在スラバヤ総領事館

石田 実 総領事

(3) JETRO ジャカルタセンター

加藤 裕之 所 長

寺西 武英 次 長

中村 芳生 次 長

佃 壮夫 シニアディレクター

(4) インドネシア貿易セクター人材育成計画

甲村 昌二 長期専門家(国際貿易)

杉山 茂樹 短期専門家(貿易研修計画)

(5) JICA 個別専門家

永江 勉 工業開発振興アドバイザー

奥山 明 援助調整アドバイザー(計画)

(6) JICA インドネシア事務所

神田 道男 所 長

大岩 隆明 次 長

安藤 寿郎 企画調査員

Mr. Hari Ramadhan Program Officer

3 - 5 調査・協議結果

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3 - 5 - 1 討議議事録(R/D)

標記プロジェクトを2002年7月1日から4年間にわたり実施することでインドネシア側実施機関(輸出振興庁:NAFED)と合意し、プロジェクト実施にあたり日本側・インドネシア側双方がとるべき措置、プロジェクト実施体制、日本側投入の概要などをR/Dに記載して、NAFED長官との間で署名・交換を行った。

3 - 5 - 2 協議結果概要

(1) プロジェクトドキュメント

2001年8月及び11月に実施した短期調査の結果を基に、プロジェクト実施の背景、対象セクターの現状と問題点、プロジェクト戦略、プロジェクトの基本計画、協力実施の妥当性などをプロジェクトドキュメントに記載し、インドネシア側と協議・修正のうえ、ミニッツに添付した(3 - 8 Annex A 参照)。

(2) 協力期間と協力対象地

2001年11月の第2次短期調査時に、協力期間は4年、協力対象地は東ジャワ州(スラバヤ)、北スマトラ州(メダン)、南スラウェシ州(マカッサル)、南カリマンタン州(バンジャルマシンの4か所とすることでインドネシア側と暫定合意した。またこの4か所への協力の順序は、スラバヤ(2002年～)、メダン及びマカッサル(2003年～)、バンジャルマシンの(2004年～)とした。しかし、今次調査にてNAFED長官より、バンジャルマシンの2002年度の予算として既に6億ルピアを用意しているため、2002年あるいは遅くとも2003年から当地に対する協力を開始できないかとの相談があった。

これに対して調査団からは、バンジャルマシンのITインフラ(ISDN回線サービス)が未整備であること、及び当地における協力の規模を判断するため、さらに調査を行う時間が必要であることを理由に、協力の順序は原則的に変更しない旨回答した。ただし人材育成は2002年から前倒して行うことを提案し、NAFEDの理解を得た(ただしバンジャルマシンの側は早期の協力を強く望んでおり、2004年までこのモメンタムを失わないよう、2002年から何らかの具体的措置が必要と思われる)。

(3) プロジェクトにおけるNAFED - IETC間の連携

本プロジェクト実施のために、NAFEDとIETCは合同で「プロジェクトチーム」を組織し、ここにそれぞれからC/Pを配置することとなっている。日本人専門家及び「プロジェクトチーム」の執務室はIETC内に置くこととなっているが、「プロジェクトチーム」室に常駐するC/PはNAFEDから4名、IETCから2名であり、他の大多数のC/Pは本来業務もあるため、それぞれ現在の職場に席を置く予定となっている。

調査団より、NAFED - IETC間の連絡・調整不足に対する懸念を表明したところ、週1回 C/P合同ミーティングを開催すること、及びNAFED、IETCから1名ずつ「コーディネーター」を指名し、彼らが「プロジェクトチーム」内の連絡・調整を担当することとなった。

(4) プロジェクト基本計画(マスタープラン)

前回調査時に設定した基本計画を確認し、一部活動の見直しを行った(変更点:プロジェクト活動の一環として、2年目以降の地方貿易研修・振興センター(RETPC)設立予定地が選定基準(ニーズ、組織、予算、人員、建物・施設、ITインフラ)を満たしているかどうかの調査を実施することとし、PDM上の「活動」の表現を一部修正した)。

(5) 日本側投入

1) 専門家

長期専門家は、チーフ・アドバイザー、業務調整員、「輸出振興のためのマーケティング」の3名をジャカルタに派遣することとし、地方に対しても短期出張ベースで指導を行う。

短期専門家については、2002年度は以下の分野について対応する予定である。

- a) ITコンサルティング(2002年8月、3週間程度)
- b) スラバヤRETPCの開所式での研修講師(2002年9月第2週、1週間程度、特定商品(例:家具)の対日輸出促進研修コース)
- c) ミニ・リソース・センター(図書館)管理(2003年1月、3~4週間程度)
- d) 展示室管理(2003年2月、3~4週間程度)
- e) ウェブページデザイン、またはデータベース技術(個別技術について必要性があれば対応)

上記に加え、IETCからはテレビ会議システムによる遠隔研修に関する技術移転のための短期専門家派遣が要請されたが、当該分野についてはJ-netを活用してJICA沖縄国際センターより教を請うよう、調査団から提案した。

2) C/Pの本邦研修

インドネシア側と協議の結果、2002年度は計3名を以下の分野について受け入れることとした。

- a) 貿易振興分野(2002年11月、最長3~4週間):2名
- b) クライアント・サーバーシステム設計(2002年4月~8月、JICA沖縄国際センターの集合研修):1名

3) 機材供与

協力1年目(2002年度)の供与予定機材として、ジャカルタのIETC及びスラバヤRETPC向けの機材リストを作成し、プロジェクトドキュメントに添付した。他の3か所に対す

る機材はそれぞれ2003年度及び2004年度に調達する予定であるが、機材の品目及び台数については各地一律とはせず、追ってそれぞれの地方での適正な投入規模を見極め決定する。

前回調査時に論点となったテレビ会議システムの導入については、今次調査においてもインドネシア側より重ねて要請がなされたが、前回調査時同様1年目にレンタルにてジャカルタ - スラバヤ間で2回試行し、費用対効果及びインドネシア側での通信費負担能力を見極めたうえで、購入するかどうかを決定することとした。

(6) インドネシア側投入

1) C/P

「プロジェクトチーム」には、NAFED、IETCより各18名のC/Pが配置される予定である(プロジェクト管理者を除いた人数)。このうち3名(IETCより2名、NAFEDより1名)が、スラバヤRETPCの所長、研修担当マネージャー、貿易振興・情報担当マネージャーとして2002年6月からスラバヤに派遣される。

一方東ジャワ州政府(商工部)は、スラバヤRETPCの副所長、総務担当マネージャーを含む9名のスタッフを既に内定しており、今次調査中にこれらスタッフとの面談を行った。9名のうち7名が女性であり、半数以上が大学卒であるが、英語での質疑応答が可能なのは数名であった。スタッフは30代から50代であるが、平均年齢は高めである。これらスタッフはプロジェクト終了後もRETPCに勤務する予定のフルタイムスタッフとして配置される予定であるが、インドネシア側は今後必要に応じて地方のスタッフについては人数を増やしていくとしている。

NAFED、IETCでは、2002年4月にジャカルタにて、スラバヤRETPCのスタッフを対象に2週間の導入研修を行う予定である。

2) プロジェクト運営予算

NAFEDは2002年度予算として11億7,600万ルピアを用意しており、スラバヤRETPCの改修費、立ち上げに係る諸費用、ジャカルタから派遣する3名のスタッフの滞在費などをまかなう予定である。一方東ジャワ州政府(商工部)は、同じく2002年度予算として9億7,100万ルピアを用意しており、RETPCの家具・備品の購入、運営コスト、スタッフの人件費にあてる予定である。

3) 建物・設備

RETPCの改修にあたり、NAFED、IETCと東ジャワ州商工部はすでに合同で入札の準備を行っている。現在の予定では2月初めに公示し、3月中旬に業者を決定し、5月末までに改修工事を終えるとしている。

(7) 合同調整委員会(JCC)及びアドバイザー・コミッティー

プロジェクトに対して受益者や外部関係者からの意見・アドバイスを聞く場として、ジャカルタにJCCを、各RETPC設立地にはアドバイザー・コミッティーを設立する予定である。それぞれ関連政府機関、商工会議所(KADIN)、組合など(スラバヤの場合は加えてAOTS同窓会)の代表者によって組織されるが、JCCには各地のアドバイザー・コミッティーの代表者をメンバーに加え、両者の調整を図ることとする。JCCはプロジェクト全体に対するアドバイスを、アドバイザー・コミッティーは各地のRETPCに対するアドバイスをそれぞれ行う。

(8) モニタリング・評価

プロジェクト開始後6か月ごとに定期モニタリングを、中間期及び終了時にはプロジェクトの評価を、それぞれ日本側・インドネシア側合同で行うことを改めて確認し、ミニッツに記載した。定期モニタリングについては2003年1月より6か月おきに実施することとなった。

プロジェクトのモニタリングとは別に、「プロジェクトチーム」ではRETPC設立後6か月間は毎月、その後は2か月ごとに訪問指導を行う予定となっている。

(9) 2002年のスケジュール

以下の主要項目について、今後のスケジュールをインドネシア側より聴取してミニッツに記載した。

- a) 「プロジェクトチーム」設立：2月
- b) NAFED-東ジャワ州政府間の技術協力合意(TCA)署名：2月8日
- c) スラバヤにおけるアドバイザー・コミッティーの設立：2月
- d) スラバヤRETPC改修工事：1月～5月
- e) スラバヤRETPCスタッフのジャカルタでの導入研修：4月(2週間)
- f) 「プロジェクトチーム」からスラバヤRETPCへの人材派遣：6月初め
- g) スラバヤRETPCへの地方スタッフの配置：6月初め
- h) スラバヤRETPCでのNAFED、IETCのスタッフから地方スタッフへの技術移転：6～10月
- i) スラバヤRETPCのミニ・リソース・センター開始：7月
- j) スラバヤRETPCでの第1回対面研修コース実施：8月
- k) スラバヤRETPCの展示室(ショールーム)開始：8月
- l) スラバヤRETPC開所式及び第2回対面研修コース実施：9月第2週
- m) ジャカルタ-スラバヤ間でのテレビ会議による遠隔研修コース実施：10月及び11月に各1回

(10) J-net との連携

本プロジェクトでは J-net の機材、システムを最大限活用する。

3 - 5 - 3 今後必要な措置

(1) 日本側

- 1) 専門家のリクルート
- 2) 本邦研修の準備
- 3) 機材調達(現地調達)の準備

(2) インドネシア側

- 1) 要請書(A1、A2・3、A4 フォーム)提出(2002 年 3 月まで)
- 2) スラバヤ RETPC の改修工事
- 3) NAFED 内の情報共有タスクフォースの活動開始

調査・協議結果詳細

調査項目	現状及び問題点	対処方針	調査・協議結果
1. 調査団派遣の目的		<ul style="list-style-type: none"> ・実施協議調査団派遣の目的を以下のとおり説明する。 (1) 2002年度の活動計画及び詳細投入計画を含め、プロジェクト実施のための詳細について協議し、結果を討議議事録(R/D)及びミニッツ(M/M)への署名により確認する。 (2) インドネシア側との協議結果に基づき、プロジェクトドキュメントを完成させる。 	<ul style="list-style-type: none"> ・左記のとおり説明した。 ・プロジェクトドキュメントはミニッツの添付資料(Annex A)とした。
2. プロジェクトについて (1) 協力期間	<ul style="list-style-type: none"> ・前回調査時に協議の結果、協力期間は暫定的に4年とし、ミニッツに記載した。 	<ul style="list-style-type: none"> ・協力期間は2002年7月1日から4年を提案し、インドネシア側と協議した結果をR/Dに記載する。 	<ul style="list-style-type: none"> ・左記のとおり合意し、R/Dに記載した。
(2) RETPC設立地	<ul style="list-style-type: none"> ・前回調査時に協議の結果、1年目にスラバヤ、2年目にメダン及びマカッサル、3年目にバンジャルマシンへの協力を行うこととし、ミニッツに記載した。ただし地方政府が運営予算を準備できない場合は日本側は協力しないこと、及び協力地方を途中で変更したり追加したりはしないこととし、この点もミニッツに記載した。 ・事前評価の結果、スラバヤに関しては大・中規模の企業(製造業)数から中小企業数を推測するにRETPCのサービスに対する潜在的ニーズは十分あると判断され、1年目の設立地として妥当であると考えられる。メダンについても相当規模のニーズがあると評価される。ただしマカッサル、バンジャルマシンについては、少なくとも大・中規模の製造業企業数はそれほど多くはない。中小規模や製造業以外の企業数はデータが入手できなかったため不明である。 	<ul style="list-style-type: none"> ・協力の順序については基本的には左記のとおりとする。ただし、協力開始後にスラバヤの成功例・失敗例を蓄積しつつ、メダン、マカッサル、バンジャルマシンのニーズ及び実施体制に関する調査をより詳細に行い、2年目以降の設立地に対する協力のあり方は柔軟に見直す予定であることをインドネシア側に伝える。具体的にはRETPCの規模、サービスの内容・回数、日本側の投入機材の規模などの面で、地方ごとに差をつけることを検討する旨伝え、ミニッツに記載する。 	<ul style="list-style-type: none"> ・NAFED長官からは、南カリマンタン州(バンジャルマシン)が2002年度に既に6億ルピアの予算を用意しており、できれば2002年、遅くとも2003年からRETPC設立への協力を得たいと強く要望している旨が伝えられた。調査団からは、バンジャルマシンはITインフラ(ISDN回線)が未整備であること、及び当地における協力の規模を判断するため、更に調査を行う時間が必要であることから、協力の順序は原則として前回ミニッツに記載したとおり(1年目にスラバヤ、2年目にメダン及びマカッサル、3年目にバンジャルマシン)とする考えを伝えた。ただし人材育成についてはバンジャルマシンについても前倒して実施することとし、NAFED/IETCの了解を得、この旨ミニッツに記載した。 ・南カリマンタン州知事からは、協力を前倒してほしい旨のJICA宛のレターが調査団帰国後に発出されている。

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(3) プロジェクトサイト	<ul style="list-style-type: none"> ジャカルタのサイトはIETC1階の展示室となる予定であり、ここでNAFED(CEIT)及びIETCのC/Pが執務する予定である。NAFED(CEIT)のC/P数名はNAFEDから移転してくるになっている。 	<ul style="list-style-type: none"> サイトとなる予定の場所を確認し、専門家の執務室、機材の据え付け場所などサイト全体のレイアウトを確認する。 	<ul style="list-style-type: none"> 2年目以降に設立するRETPCの規模、サービスの内容・回数、日本側の投入機材の規模などは、各地のニーズや状況をより詳細に調査した結果に応じて、追って決定することで合意し、ミニッツに記載した。 また各地の調査の結果、第1次短期調査時に設定したRETPC設立地に対する基準(ニーズ、組織、予算、人員、建物・設備、ITインフラの準備状況)が満たされていない場合は、設立を延期又は取り止めることもあり得る旨確認し、併せてミニッツに記載した。 ジャカルタのプロジェクトサイトはIETC2階に設置されることを確認し、サイトのレイアウト案を入手した。このプロジェクト室では日本人専門家と「プロジェクトチーム」のC/P6名(NAFED4名、IETC2名)が執務する。他のC/Pは本来業務があるため、普段は従来のもので執務し、「プロジェクトチーム」合同会議の際には集合する。 スラバヤのRETPC設立予定地も再度訪問し、第2次短期調査時に協議した暫定レイアウト案に対して、さらに若干の修正提案を行った。修正後のレイアウト案についても入手した。
(4) プロジェクトの基本計画 1) 上位目標 2) プロジェクト目標	<ul style="list-style-type: none"> 前回調査時に協議した結果、暫定的に、以下のとおりとした。 <u>上位目標</u> 地方貿易研修・振興センター(RETPC)を設立した地方における中小企業の輸出を振興する。 <u>プロジェクト目標</u> (スラバヤ、メダン、マカッサル、バンジャルマシンの)モデルRETPCが各地方の中小企業に対して貿易研修、貿易情報、及び貿易振興サービスを提供する。 	<ul style="list-style-type: none"> 基本計画を確認し、R/Dに記載する。 	<ul style="list-style-type: none"> 基本計画を左記のとおり確認し、R/Dに記載した。

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3) 成果	<p><u>成果</u></p> <p>(1) RETPCが「プロジェクトチーム」と連携して貿易研修、情報、振興サービスを各地方において実施するための体制が確立される。</p> <p>(2) RETPCのC/Pが貿易研修の運営管理手法を習得する。</p> <p>(3) RETPCと「プロジェクトチーム」のC/Pが、遠隔研修技術を含めた貿易研修のためのIT活用技術を習得する。</p> <p>(4) RETPCと「プロジェクトチーム」のC/Pが貿易情報、振興サービス(常設展示、図書館運営、オフライン情報の発信)の運営管理手法を習得する。</p> <p>(5) RETPCと「プロジェクトチーム」のC/Pが、貿易情報、振興サービスのためのIT活用技術を習得する。</p> <p>(6)「プロジェクトチーム」のC/PがRETPCを他の地方にも設立・運営していくためのノウハウを身につける。</p>		
4) 活動	<p><u>活動</u> (PDM案参照)</p>		<ul style="list-style-type: none"> ・ 今次調査では、活動6-4を若干変更し、「プロジェクトチーム」のC/Pが適切なRETPC設立地を選定するため、事前に定めた6つの選定基準に基づいて候補地の経済状況及び組織体制を調査するノウハウを習得する」とした。
(5) プロジェクト・デザイン・マトリックス(PDM)	<ul style="list-style-type: none"> ・ 前回調査時に暫定版を作成した。 	<ul style="list-style-type: none"> ・ 上記(4)の基本計画に沿ってPDMを見直し、プロジェクトドキュメントに添付する。特に達成目標(上位目標及びプロジェクト目標の達成度を測る指標)を見直し、妥当な目標値を再設定する。 	<ul style="list-style-type: none"> ・ 上記(4)の活動を修正するとともに、指標の目標値をインドネシア側と協議のうえ一部見直し、PDMを改訂してプロジェクトドキュメントに添付した(Annex 8)。
(6) 活動計画(PO)及び年次活動計画(APO)	<ul style="list-style-type: none"> ・ 前回調査時に暫定版のPOを作成した。 	<ul style="list-style-type: none"> ・ 上記(4)の活動に沿ってPOを見直し、併せて協力初年度(2002年度)のAPO暫定版を作成し、プロジェクトドキュメント及びミニッツに添付する。 	<ul style="list-style-type: none"> ・ POを見直し、改訂版をプロジェクトドキュメントに添付した(Annex 9)。 ・ POに基づいて2002年度の年次活動計画(APO)暫定版を作成し、ミニッツに添付した(Annex D)。

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<p>(7) 投入計画 1) 日本側投入 a) 専門家</p>	<ul style="list-style-type: none"> ・ 前回調査時には、長期専門家としては2名(チーフ・アドバイザー及び業務調整員) 必要に応じてもう1名の長期専門家の派遣を検討することとし、ミニッツに記載した。 	<ul style="list-style-type: none"> ・ ジャカルタに3名(チーフ・アドバイザー、業務調整員、貿易振興のためのマーケティング)の長期専門家を派遣し、地方にも必要に応じて巡回指導する体制とする。 ・ チーフ・アドバイザーはプロジェクト運営管理全般の総括責任者として、以下の業務を行う。 <ol style="list-style-type: none"> 1. プロジェクト実施計画の策定 2. プロジェクト活動の進捗管理 3. 運営上の課題・問題点への対応 4. プロジェクト活動成果の取りまとめと報告 5. 貿易情報・振興分野を中心に協力全般に関するアドバイス ・ 業務調整員はプロジェクトの運営管理においてチーフ・アドバイザーを補佐し、以下の業務を行う。 <ol style="list-style-type: none"> 1. プロジェクト実施上の問題点の解決、課題の実施促進を、チーフ・アドバイザーや相手側と協力して行う 2. 現地業務費の資金計画・管理・執行・精算 3. プロジェクト及び関係機関との連絡・調整 4. 専門家の業務・生活環境整備支援 5. プロジェクトの広報活動 ・ 「貿易振興のためのマーケティング」担当の専門家は、貿易情報・振興サービスのユーザーの視点に立ち、以下の業務を行う。 <ol style="list-style-type: none"> 1. RETPCのサービスに対する受益者のニーズ調査の指導 2. 地域ごとに異なるニーズに合わせたサービス内容の計画・立案・実施指導(地方への巡回指導を含む) 	<ul style="list-style-type: none"> ・ 長期専門家については左記のとおり3名(チーフ・アドバイザー、業務調整員、貿易振興のためのマーケティング)を派遣することでインドネシア側と合意し、ミニッツに記載した。 ・ 上記3名の長期専門家のTOR(派遣目的及び業務内容)を作成し、インドネシア側と協議のうえ、プロジェクトドキュメントに添付した(Annex 11)。TORに記載したそれぞれの専門家の主要業務は以下のとおり。 <p><u>チーフ・アドバイザー</u></p> <ol style="list-style-type: none"> 1. プロジェクト実施計画の策定 2. プロジェクト活動の進捗管理 3. 運営上の課題・問題点への対応 4. プロジェクト活動成果の取りまとめと報告 5. 技術移転全般に関するアドバイス <p><u>業務調整員</u></p> <ol style="list-style-type: none"> 1. プロジェクト実施上の問題点の解決、課題の実施促進を、チーフ・アドバイザーや相手側と協力して行う 2. 現地業務費の資金計画・管理・執行・精算 3. プロジェクト及び関係機関との連絡・調整 4. プロジェクト活動成果の取りまとめと報告におけるチーフ・アドバイザーに対する業務支援 5. 専門家の業務・生活環境整備支援 6. プロジェクトの広報活動 <p><u>貿易振興のためのマーケティング</u></p> <ol style="list-style-type: none"> 1. C/Pに対する貿易振興・情報提供サービスに関する指導・助言 2. RETPCのサービスに対する受益者のニーズ調査のノウハウをC/Pに移転する 3. 地域ごとに異なるニーズに合わせた貿易振興・情報提供サービスの計画・立案・実施指導(地方への巡回指導を含む)

調査項目	現状及び問題点	対処方針	調査・協議結果
	<ul style="list-style-type: none"> ・ 短期専門家の派遣分野については、協議の結果、以下のとおりとし、ミニッツに記載した。 ホームページ拡充指導 データベース拡充指導 地方でのセミナー 図書館運営管理 カタログ作成 展示技術 貿易振興のための出版物作成 その他 	<ul style="list-style-type: none"> ・ 上記3名の長期専門家のTOR(派遣目的及び業務内容)をインドネシア側と協議のうえ作成し、プロジェクトドキュメントに添付する。 ・ 協力初年度の短期専門家派遣計画(分野、派遣期間、時期)について協議し、結果をミニッツに記載する。 	<ul style="list-style-type: none"> ・ 短期専門家については、インドネシア側と協議のうえ、2002年度は以下の5分野について派遣することとした。 1. ITコンサルティング(2002年8月、3週間程度) <ul style="list-style-type: none"> - ジャカルタ及びスラバヤにおけるネットワークシステムの稼働状況確認 - C/Pに対するネットワーク機材使用方法指導 - NAFEDのホームページ、データベース、LANシステムの開発についてのコンサルティング 2. スラバヤRETPCの開所式での研修講師(2002年9月第2週、1週間程度) <ul style="list-style-type: none"> - スラバヤRETPCの開所式に合わせて開催される3日間の対面研修において、特定商品(例:家具)の対日輸出促進研修コースを実施する。 - 必要に応じジャカルタでも講義を行う。 3. ミニ・リソース・センター(図書館)管理(2003年1月、3~4週間程度) <ul style="list-style-type: none"> - NAFED/IETC及びスラバヤRETPCの図書館管理技術指導(総論的な指導は長期専門家が行う)。 4. 展示室管理(2003年2月、3~4週間程度) <ul style="list-style-type: none"> - 「プロジェクトチーム」及びスラバヤRETPCのC/Pに対し、商品展示や見本市による貿易ビジネスの展開方法についての指導(商品展示のツール、展示企画・設計、展示技術、展示品の選定、など)総論的な指導は長期専門家が行う)。 5. ウェブページデザイン、またはデータベース技術(1のITコンサルティングの結果、個別技術について必要があれば対応する)

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<p>b) 研修員受入れ</p>	<ul style="list-style-type: none"> ・ 前回調査時に、RETPCのスタッフの育成は基本的にインドネシア国内で行い、本邦研修は必要性を十分検討し、フェーズ1、フェーズ2で扱わなかった新規技術のうち、本邦でなければ研修できない内容に限って実施する方針をインドネシア側に伝えた。またRETPCからも優秀なスタッフについては、必要に応じ、本邦研修に受け入れることとした。 ・ 受入人数について、インドネシア側からは年5名程度の要望が述べられたが、予算の制約があることを説明し、原則年0～3名程度を受け入れることとし、ミニッツにこの旨記載した。 ・ なお、2002年1月から4月まで4か月間にわたってJICA沖縄国際センターで行われている集団コース(「マルチメディア教材制作」)に、IETCのC/P1名が参加している。 	<ul style="list-style-type: none"> ・ 協力初年度の本邦研修受入れは3名を限度とし、受入分野、内容、時期についてのを要望を聴取し、結果をミニッツに記載する。 	<ul style="list-style-type: none"> ・ 上記に加え、インドネシア側からはテレビ会議システムによる遠隔研修に関する技術移転のための短期専門家派遣が要請されたが、当該分野についてはJ-netを活用してJICA沖縄国際センターより教を請うよう、調査団から提案し、この旨ミニッツに記載した。 ・ 本邦研修については、改めて以下の原則を確認し、ミニッツに記載した。 <ul style="list-style-type: none"> - 本邦研修は必要性を十分検討し、フェーズ1、フェーズ2で扱わなかった新規技術のうち、本邦でなければ研修できない内容に限って実施する。 - RETPCから、優秀なスタッフについては、必要に応じて本邦研修に受け入れる。 - 本邦への受入人数は年3名までとする。 - 若く前途有望で自立心のあるC/Pを優先する。 ・ インドネシア側と協議の結果、2002年度は以下の分野について計3名を受け入れることとした。 <ol style="list-style-type: none"> 1. 貿易振興分野(2002年11月、最長3～4週間)2名 2. クライアント・サーバーシステム設計(2002年4月～8月、JICA沖縄国際センターの集合研修)1名
<p>c) 機材供与</p>	<ul style="list-style-type: none"> ・ 本プロジェクトでの供与機材リスト(暫定案)を作成し、前回調査時にミニッツに添付した。 	<ul style="list-style-type: none"> ・ 機材計画の基本方針を以下のとおりインドネシア側に説明したうえで、供与機材リストを見直し、改訂版をプロジェクトドキュメントに添付する。 ・ IETCには既にフェーズ1、2プロジェクトで供与した機材及びJ-netで新たに設置する機材があることから、本プロジェクトでプロジェクトチーム用に供与する機材は必要最小限とする。具体的にはデジタル教材製作用機材(教材開発用パソコン、ソフトウェア、デジタルカメラ、CD-ROM複写機、など)とファイルサーバーを予定。 	<ul style="list-style-type: none"> ・ 左記の基本方針を改めて確認し、プロジェクトドキュメントに記載した。 ・ インドネシア側と協議のうえ、2002年度分の供与機材(IETC及びスラバヤRETPCへの供与機材)のリストを見直し、プロジェクトドキュメントに添付した(Annex 12-1、12-2)。

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	<p>・前回調査時には供与機材の検討にあたり、本プロジェクトの下で実施する遠隔研修の方法についてインドネシア側と協議した。インドネシア側は第1次短期調査時にはテレビ会議システム及びウェブ・ベースド・トレーニング(WBT)を要望していた。しかしWBTは通信インフラの整備状況が十分でないことから、前回調査時に取り下げられた。</p>	<p>・J-netの機材のうち、本プロジェクトで活用できるものは最大限活用する。J-netで納入するパソコンと本プロジェクトで供与する機材のインターフェース、及び本プロジェクトにおけるJ-net機材の具体的な活用方法については、J-netの実施協議調査団を交えて協議する。</p> <p>・RETPCには、貿易研修及び貿易振興事業を実施するのに必要な機材を供与する。具体的には研修用機材(OHP、ホワイトボード、教材開発用パソコン、研修用パソコン、など)及び貿易振興事業用機材(図書館用パソコン、書籍など)を予定。RETPCへの機材供与の規模は一律ではなく、地域ごとのニーズに基づいて決定する。</p> <p>・機材供与のタイミングは以下のとおりとする(カッコ内の概算額は日本国内での機材価格により積算。調査団内の参考情報として記載)</p> <p>1年目(2002年度): ジャカルタ(プロジェクトチーム)及びスラバヤRETPCへ供与(4,300万円程度)</p> <p>2年目(2003年度): メダン及びマカッサルRETPCへ供与(3,400万円程度)</p> <p>3年目(2004年度): パンジャルマシンRETPCへの供与(1,200万円程度)</p> <p>・テレビ会議システムによる遠隔研修は、左記のとおり協力初年度はレンタルで行うこととする。ただしJ-netのテレビ会議システムは技術的な理由から外部と直接接続できないため、IETCで使用する機材もレンタルする必要がある点を参考までにインドネシア側に伝える。</p>	<p>・J-netの機材と本プロジェクトの供与機材とのインターフェースについては、双方にシステム上の問題点が起こらないように必要な機材を追加することとし、上述の供与機材リストに反映した。</p> <p>・J-netの機材を最大限本プロジェクトで活用することとし、ミニッツに記載した。</p> <p>・2年目以降のRETPC設立地(メダン、マカッサル、パンジャルマシン)に対する供与機材の品目・数量は、それぞれの地方のニーズや状況に応じてそれぞれ2年目、3年目に決定することとした。また機材投入規模はスラバヤを最大とし、他の3か所はこれを超えないことで合意し、この旨ミニッツに記載した。</p> <p>・テレビ会議システムの導入については今回も重ねて要請がなされたが、前回調査時に合意したとおり、1年目にレンタルにてジャカルタ - スラバヤ間で2回試行し、この結果以下の条件が満たされているかどうかを確認したうえで、2年目に購入するかどうかを決定することとし、ミニッツに記載した。</p>

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<p>2) インドネシア側投入</p> <p>a) 要員配置</p>	<ul style="list-style-type: none"> ・テレビ会議システムに対してはインドネシア側の要望が非常に強い。しかしISDN回線によるデータ通信費が高額であり、継続的な実施が危惧されるため、協力初年は機材のレンタルによりジャカルタ - スラバヤ間で2回試行し、購入するかどうかはその結果を見て改めて議論することとし、前回調査時のミニッツにこの旨記載した。なお、テレビ会議システム機材のレンタル費用は日本側が、通信費はインドネシア側が負担することとした。 ・前回調査でインドネシア側の要員配置計画を以下のとおり確認し、ミニッツに記載した。 プロジェクトディレクター：NAFED長官 副プロジェクトディレクター：NAFED次官 プロジェクトマネージャー：CEIT局長 副プロジェクトマネージャー：IETC所長 C/P:NAFEDより8名、IETCより19名 事務スタッフ：IETCより3名 各RETPCに10名程度 ・「プロジェクトチーム」に配置されるNAFEDのC/P 8名の内訳は、情報担当2名、貿易振興担当3名、IT担当3名とのことであった。ただしNAFED側はC/Pの構成について再検討するとしている。 ・「プロジェクトチーム」に配置されるIETCのC/P 22名の内訳は、研修管理(RETPCへの指導を含む)担当6名、遠隔研修用コンテンツ担当6名、遠隔研修技術担当7名、アドミ3名の計画である。 	<ul style="list-style-type: none"> ・テレビ会議システムを行うためには、IETC及びスラバヤRETPCそれぞれにおいてISDN回線(3本程度)が必要となることを説明し、これらの回線設置工事、月使用料、通信料をすべてインドネシア側で負担できるかどうかを確認する。 ・プロジェクトディレクター及びプロジェクトマネージャーについては確認のうえ、R/Dに記載する。 ・NAFED及びIETCより配置されるC/Pに変更がないかどうか確認し、最新のC/Pリストをプロジェクトドキュメントに添付する。 	<ul style="list-style-type: none"> - 費用に比較して十分な研修効果が得られたか。 - TV会議システム導入が地方での人材育成努力を阻害しないか(研修実施にあたりTV会議システムに過度に依存していないか) - 中央または州政府が通信費を継続的に負担できるか。 ・インドネシア側はISDN回線2本でTV会議システムによる研修を行う計画を立てている。過去にIETCが遠隔研修を実施した際、1回線で問題がなかったことから、2回線で十分であるとしている。初年の遠隔研修(2回)の通信費は東ジャワ州政府が負担する。 ・プロジェクトディレクター、プロジェクトマネージャーに加え、副プロジェクトディレクター及び副プロジェクトマネージャーも含めてR/Dに記載した。 ・プロジェクトチームにはNAFEDより18名、IETCより18名、計36名のC/Pが配置されることとなった。このうちプロジェクトサイト(IETC内)に常駐するのは上述のとおり、6名(NAFEDより4名、IETCより2名、いずれもIT担当者)である。また3名が2002年6月からスラバヤに派遣される(スラバヤRETPC所長及び研修担当マネージャー:IETC出身、貿易振興・情報担当マネージャー:NAFED出身)。

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	<ul style="list-style-type: none"> ・スラバヤとメダンのRETPC所長候補者は内定している(両者ともIETC所属)。「プロジェクトチーム」からスラバヤRETPCへの所長以下3名の派遣時期は2002年6月上旬ごろを予定しているとのことである。 ・スラバヤ(東ジャワ州)のRETPCに配置されるC/Pは今次調査時点では未定であった。東ジャワ州商工部は、NAFED/IETCからRETPCのスタッフに対する要件が連絡され次第、人選するとしている。これを受けてNAFEDにてスタッフに対する要件を作成し、追って連絡することとなった。 	<ul style="list-style-type: none"> ・NAFED及びIETCによってプロジェクトのために設置される「プロジェクトチーム」の発足時期を確認する。 ・「プロジェクトチーム」からスラバヤRETPCに派遣される人員の内訳と、派遣時期を確認する。 ・スラバヤRETPCに配置されるC/Pの内訳を確認する。未定の場合は、NAFEDが用意することとなっていたC/Pの要件と配置される時期を確認する。 	<ul style="list-style-type: none"> ・調査団より、大多数のC/Pが普段は別々の場所で執務し、所属組織も別であることから、プロジェクトチーム内での両者の連携について懸念を表明したところ、NAFED、IETC双方が1名ずつ連絡調整係としてコーディネーターを指名するとともに、週1回「プロジェクトチーム」合同ミーティングを開催することとなった。 ・「プロジェクトチーム」に配置されるNAFED、IETCそれぞれのC/Pの内訳は以下のとおり。 NAFED：計18名 コーディネーター 1名 貿易振興 5名 貿易情報 4名 IT 8名 IETC：計18名 コーディネーター 1名 研修管理 5名 遠隔研修用コンテンツ 5名 遠隔研修技術(IT) 7名 ・「プロジェクトチーム」は2002年2月中に発足することを確認した。 ・「プロジェクトチーム」からスラバヤRETPCへの所長以下3名の派遣時期は2002年6月初めであることを確認した。 ・東ジャワ州政府(商工部)は、スラバヤRETPCの副所長、総務担当マネージャーを含む9名のスタッフを既に内定しており、今次調査中にこれらスタッフとの面談を行った。9名のうち7名が女性であり、半数以上が大学卒であるが、英語での質疑応答が可能なのは数名であった。スタッフは30代から50代であるが、平均年齢は高めである。これらスタッフはプロジェクト終了後もRETPCに勤務する予定のフルタイムスタッフとして配置される予定であるが、インドネシア側は今後必要に応じて地方のスタッフについては人数を増やしていくとしている。

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<p>b) プロジェクト予算</p>	<ul style="list-style-type: none"> ・ 中央政府、地方政府とも、秋 10～11月)に予算要求し、議会の承認(12月)を経て、3～4月ごろに予算配布されるとのことである。 ・ 前回調査時点では2002年度予算はまだ承認されていなかったが、NAFED/IETC及び東ジャワ州政府が要求している2002年度のプロジェクト予算の概要はそれぞれ以下のとおりとのことであった(単位:ルピア)。 <p>NAFED/IETC: 合計12億5,000万</p> <p>(1) スラバヤRETPC用予算(10億2,468万)</p> <ul style="list-style-type: none"> - スラバヤへ派遣する人員の給与: 4,000万 - スラバヤRETPCの事務消耗品: 3,000万 - 交通費: 2,980万 - スラバヤRETPC改修費: 4億 - その他(職員研修、物品運搬、会議費、他): 2億1,984万 - 機材維持費(通信費、光熱費を含む): 3億500万 <p>(2) プロジェクトチーム用予算(2億2,532万)</p> <ul style="list-style-type: none"> - C/Pの給与: 3,570万 - 交通費: 1億5,200万 - その他(会議費、広報費、他): 3,760万 <p>東ジャワ州: 合計9億7,092万</p> <ul style="list-style-type: none"> - 家具、備品: 4億5,625万 - 事務・研修器具(電話、FAX、ISDN回線、空調機、スピーカ、OHP、スクリーン、他): 1億5,970万 	<ul style="list-style-type: none"> ・ NAFED/IETC及び東ジャワ州政府商工部が要求していた2002年予算の総額及び内訳を改めて確認し、ミニッツに添付する。 	<ul style="list-style-type: none"> ・ スラバヤRETPCのスタッフの選定は、NAFED/IETCの設定した以下の要件に沿って、東ジャワ州商工部によってなされたとのことであった。 - 45歳以下 - ディプロマ以上の学歴 - 健康状態が良好なこと - コンピューター、インターネット使用技術 - 輸出手続き、国際貿易に関する知識 - 英語能力 - プロジェクト終了後もRETPCに残る意志がある <p>ただしこの要件は今後ほかの3地域に対しては見直す可能性もあるとのことであった。</p> <ul style="list-style-type: none"> ・ NAFEDは2002年度、本プロジェクトのための予算として11億7,600万ルピアを用意しており、スラバヤRETPCの改修費、立ち上げに係る諸費用、ジャカルタから派遣する3名のスタッフの滞在費などを賄う予定であるが、財務省との最終協議が終わっていないため、予算の内訳については変更の可能性あるとのことであった。暫定予算案を入手してプロジェクトドキュメントに添付した(Annex 17-1)。 ・ 東ジャワ州政府(商工部)は、2002年度本プロジェクトのために9億7,100万ルピアを用意しており、既に議会の承認も得ているとのことであった。予算内訳は前回調査時から変更されていない。英文の予算案を入手してプロジェクトドキュメントに添付した(Annex 17-2)。

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<p>c) 土地、建物、施設</p> <p>(8) 暫定実施計画 (TSI)</p> <p>3. プロジェクト開始へ向けた準備、その他</p> <p>(1) Technical Cooperation Agreement (TCA)</p>	<ul style="list-style-type: none"> - 研修経費：8,997万 - RETPC運営費：1億6,000万 - C/P給与：9,900万 <ul style="list-style-type: none"> ・州政府が土地及び建物(事務所施設を含む)事務機器、事務用品に関する費用を負担し、NAFEDが建物の改修費を負担する。 ・前回調査時に、インドネシア側 (NAFED、IETC及び東ジャワ州商工部)と協議のうえ、スラバヤRETPCのレイアウト案を作成し、ミニッツに添付した。 ・前回調査時に暫定版を作成した。 ・NAFED長官とRETPCを設立する州の知事は、センター設立に係る取り決め内容を記載したTCAに署名することとなっている。前回調査時にTCA案(英文版)の内容についてインドネシア側と協議のうえ、ミニッツに添付した。 ・東ジャワ州知事との間のTCAへの署名はR/D署名までに行われることとなっている。 	<ul style="list-style-type: none"> ・スラバヤRETPCの建物改修工事の開始及び完了時期、契約主体、作業管理責任の所在を確認する。 ・上記(7)の投入計画に沿って見直し、ミニッツに添付する。 ・左記TCAへの署名は各地方への協力開始の前提条件であるため、署名が行われたかどうかを確認し、署名されたTCAの写しを入手する。 ・TCAに基づき、スラバヤRETPCが設立される予定時期を確認する。 	<ul style="list-style-type: none"> ・RETPCの改修にあたり、NAFED、IETCと東ジャワ州商工部は既に合同で入札の準備を行っている。現在の予定では2月初めに公示し、3月中旬に業者を決定し、5月末までに改修工事を終えるとしている。インドネシア側の入札準備チーム構成及び入札・工事の詳細スケジュールを入手し、ミニッツに添付した(Annex B、C)。 ・協議の結果を踏まえてTSIを見直し、改訂版をプロジェクトドキュメントに添付した(Annex 10)。 ・また、TSIに基づいて2002年度の年次暫定実施計画(ATSI)暫定版を作成し、ミニッツに添付した(Annex E)。 ・NAFED長官と東ジャワ州知事の間でのTCA署名は、2月8日に実施されるとのことであった。今次調査では署名予定のTCAの英語訳版をプロジェクトドキュメントに添付した(Annex 7)。帰国後に署名されたTCAの写し(インドネシア語)を入手した。 ・スラバヤRETPC設立前後の予定を、以下のとおり確認し、ミニッツに記載した。 <ul style="list-style-type: none"> - 2002年6月：スラバヤRETPCの人員配置(NAFED/IETCからの派遣者及び東ジャワ州商工部のスタッフ) - 2002年6～10月：NAFED/IETCから派遣されるC/PからスラバヤRETPCスタッフへの技術移転 - 2002年7月：スラバヤRETPCでのミニ・リソースセンター(図書館)開設

調査項目	現状及び問題点	対処方針	調査・協議結果
<p>(2) スタッフの教育・訓練</p>	<ul style="list-style-type: none"> ・ NAFED/IETCからスラバヤRETPCへ派遣されるスタッフの教育・訓練は2001年第4四半期から開始する予定であった。 ・ スラバヤRETPCのスタッフに対するOJTは2002年4月から5月中に約2週間の予定でNAFED/IETCにて行う予定とのことである。 ・ RETPCのスタッフに対しては、「プロジェクトチーム」から派遣されるスタッフが主体となって、2002年6月～8月に、Managing Tool (研修実施マニュアル、PERTチャートなど)に関する訓練を行う予定とのことである。 	<ul style="list-style-type: none"> ・ 左記の予定を確認する。 	<ul style="list-style-type: none"> - 2002年8月：スラバヤRETPCでの第1回対面研修(講師はIETCから招く) - 2002年8月末：スラバヤRETPCの展示室(ショールーム)開設 - 2002年9月：スラバヤRETPC開所式(併せて第2回対面研修を実施。日本から講師を派遣) - 2002年10月、11月：IETC-スラバヤRETPC間での遠隔研修 <ul style="list-style-type: none"> ・ NAFED/IETCでは既にスラバヤRETPCへ赴任するスタッフの教育を開始しているとのことであった。 ・ また、スラバヤRETPCのスタッフに対する導入研修は、左記のとおり2002年4月から5月に約2週間の予定でNAFED/IETCにて行う予定とのことである。
<p>(3) 合同調整委員会、アドバイザー・コミッティー</p>	<ul style="list-style-type: none"> ・ プロジェクト運営に政府関係機関や民間(商工会議所、各種組合、中小企業の代表者など)の要望を反映するため、ジャカルタでは合同調整委員会を、各地方ではアドバイザー・コミッティーを組織することとなっている。 	<ul style="list-style-type: none"> ・ 左記両委員会の発足時期、メンバーを確認する。合同調整委員会のメンバー構成については確認のうえ、R/Dに添付する。 	<ul style="list-style-type: none"> ・ 合同調整委員会は、MOIT、NAFED、EKUIN、BAPPENAS、KADIN、業界団体、及び各地方のアドバイザー・コミッティーの代表者をメンバーとして、2003年2月上旬に第1回委員会を開催する予定である。合同調整委員会の機能及びメンバー構成はR/Dに添付した。 ・ スラバヤのアドバイザー・コミッティーは、州政府、KADINDA、業界団体、輸出者組合、AOTS同窓会などの代表者をメンバーとして、2002年2月中に設立される予定である。 ・ 両者はともに、プロジェクトの詳細活動計画の策定、プロジェクトに係る機関のコーディネート、プロジェクトの進捗及び成果の確認、プロジェクトに関する問題についての意見交換、を目的に、年1回または2回行われる。

調査項目	現状及び問題点	対処方針	調査・協議結果
(4) モニタリング・評価	<ul style="list-style-type: none"> フェーズ2協力を実施しているため、IETCのC/PIは評価の経験がある。 	<ul style="list-style-type: none"> 評価に加えて定期的モニタリングの必要性を説明し、モニタリング及び中間・終了時評価の暫定的な実施時期について協議し、結果をミニッツに記載する。具体的な実施方法については、協力開始後に専門家と早期に協議のうえ、策定するよう、申し入れる。 	<ul style="list-style-type: none"> 合同調整委員会はプロジェクト全体に対する包括的な助言を行うのに対し、アドバイザー・コミッティーは各RETPCの活動に対する助言をもっばら行うこととして、今回両者の関係を整理した。また各地方のアドバイザー・コミッティーの代表者が合同調整委員会に出席する仕組みとし、両者の連携を図ることとして、この旨ミニッツ及びプロジェクトドキュメントに記載した。 プロジェクト開始後6か月ごとに定期モニタリングを、中間期及び終了時にプロジェクトの評価を、それぞれ日本側・インドネシア側合同で行うことを確認し、ミニッツに記載した。定期モニタリングは2003年1月より6か月おきを実施することとなった。 プロジェクトのモニタリングとは別に、「プロジェクトチーム」がRETPC設立後6か月間は毎月、その後は2か月ごとに訪問指導を行う予定となっている。
(5) NAFEDの情報タスクフォース 4. 今後のスケジュール	<ul style="list-style-type: none"> 前回調査時の協議で、NAFED内部（貿易情報・研修センター（CEIT）と地域別の市場開発センター）での情報共有促進のため、本プロジェクトとは別にNAFED内で「タスクフォース」を設置することとなった。 	<ul style="list-style-type: none"> 左記「タスクフォース」の設置準備状況について参考情報として聴取する。 2002年10～11月ごろに、2年目のメダン及びマカッサルのRETPCに対する協力に関し協議するため、運営指導調査を行う予定である旨、インドネシア側に伝える。 	<ul style="list-style-type: none"> CEIT局長によれば、2002年1月末にNAFED長官が各地域別市場開発センター長宛に、「タスクフォース」設立と、収集した市場情報をCEITに送付するよう呼びかけるメモを発出したとのことである。具体的な活動は今後開始するとのことであった。 左記の予定を伝え、ATSIに記載した。

3 - 6 調査団長所感

3 - 6 調査団長所感

3 - 6 - 1 インドネシア側のオーナーシップ

人的面では、先に述べたようにC/Pを積極的に活用し、自分たちのプロジェクトであるという認識の醸成がまず必要である。財政的にも経常経費は、地方政府から、準備資金はNAFED双方からそれぞれ出すことになっている。インドネシア側のオーナーシップは、まずNAFED/IETCのmanagementが十分にそのことの重要性を認識し、特にIETCは自信をもって、地方をリードすることである。

インドネシア側は何かと日本側に頼るきらいがあるので、あるときは、つっぱねることも重要である。ITに関しては、既にIETCのアリフル氏を沖縄国際センターのマルチメディア教材開発コース(1月から4月)に参加させている。彼の帰国後には、その持ち帰ったスキルを十分に地方やジャカルタで技術移転してもらう。

3 - 6 - 2 バンジャルマシンの熱意

南カリマンタン州は、既に今RETPCの年度予算として、6億ルピアを計上しているという。しかし、戦略的スケジュールや通信インフラ整備状況を見ると、あわてて実施する必要はないが、当初開所予定の2004年に向けて、人的資源開発を優先させるべきである。かの地の社会経済状況をじっくり事前調査にもあてるべきであり、2004年が正式開所であるくらいのつもりで、ソフトランディングをすべきである。

3 - 6 - 3 J-Net 事業プログラムとの連携

J-Net 事業も本格的に2002年3月から稼働する予定であり、既にIETC内に設置工事も完了した。その地の利を生かして、積極的に利用すべきである。特に、沖縄とは、ITや教材開発での交流が期待されるし、マレーシアINTANとの交流は、同じ文化言語圏であるので、ますます有効である。

3 - 6 - 4 ITのフル活用

本プロジェクトは、一面ではITプロジェクトでもある。研修用コンテンツは既に、十分な蓄積がある。IT化によって、遠隔での研修の実現、マルチメディア化による学習の効率化、多数の研修が可能など、優れたメリットがあることが期待される。

RECORD OF DISCUSSIONS BETWEEN JAPANESE
PROJECT DESIGN TEAM AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
REPUBLIC OF INDONESIA
ON JAPANESE TECHNICAL COOPERATION
FOR ESTABLISHMENT AND CAPACITY BUILDING
OF REGIONAL EXPORT TRAINING AND PROMOTION CENTERS

The Japanese Implementation Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") visited Republic of Indonesia from January 27, 2002 to February 5, 2002 for the purpose of working out the details of the technical cooperation program concerning the Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers in Indonesia.

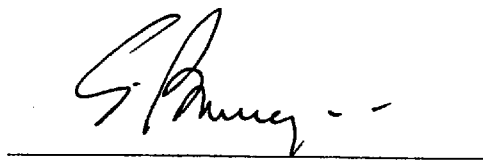
During its stay in Indonesia, the Team exchanged views and had a series of discussions with the Indonesian authorities concerned with respect to desirable measures to be taken by both Japanese and Indonesian Governments for the successful implementation of the above-mentioned Project.

As a result of the discussions, the Team and the National Agency for Export Development of Ministry of Industry and Trade of Republic of Indonesia agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Jakarta, February 5, 2002



Mr. Hidetoshi Takama
Leader,
Japanese Project Design Team,
Japan International Cooperation Agency
Japan



Mr. Gusmardi Bustami
Chairman,
National Agency for Export Development,
Ministry of Industry and Trade,
Republic of Indonesia

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN BOTH GOVERNMENTS

1. The Government of Indonesia will implement the Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers (hereinafter referred to as "the Project") in cooperation with the Government of Japan.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In accordance with the laws and regulations in force in Japan, the Government of Japan will take, at its own expense, the following measures through JICA according to the normal procedures under the Colombo Plan Technical Cooperation Scheme.

1. DISPATCH OF JAPANESE EXPERTS

The Government of Japan will provide the services of the Japanese experts as listed in Annex II.

2. PROVISION OF MACHINERY AND EQUIPMENT

The Government of Japan will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the Government of Indonesia upon being delivered C.I.F. (cost, insurance and freight) to the Indonesian authorities concerned at the ports and/or airports of disembarkation.

3. TRAINING OF INDONESIAN PERSONNEL IN JAPAN

The Government of Japan will receive the Indonesian personnel related to the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF INDONESIA

1. The Government of Indonesia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of



Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.

2. The Government of Indonesia will ensure that the technologies and knowledge acquired by the Indonesian nationals as a result of Japanese technical cooperation will contribute to the economic and social development of Indonesia.
3. The Government of Indonesia will grant in Indonesian privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families, which are no less favorable than those accorded to experts of third countries working in Indonesia under the Colombo Plan Technical Cooperation Scheme.
4. The Government of Indonesia will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of Indonesia will take necessary measures to ensure that the knowledge and experience acquired by the Indonesian personnel from technical training in Japan will be effectively used in the implementation of the Project.
6. In accordance with the laws and regulations in force in Indonesia, the Government of Indonesia will take necessary measures to provide at its own expense :
 - (1) Services of the Indonesian counterpart personnel (hereinafter referred to as "C/P") and administrative personnel as listed in Annex IV ;
 - (2) Land, buildings and facilities related to the implementation of the Project as listed in Annex V ;
 - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided through JICA under II-2 above ;
 - (4) Means of transport and travel allowances for the Japanese experts for official travel within Indonesia ; and
 - (5) Suitably furnished accommodations for the Japanese experts and their families.



7. In accordance with the laws and regulations in force in Indonesia, the Government of Indonesia will take necessary measures to meet :
 - (1) Expenses necessary for transportation within Indonesia of the Equipment referred to in II-2 above as well as for installation, operation and maintenance thereof ;
 - (2) Exemption of customs duties, internal taxes and any other charges imposed in Indonesia on the Equipment referred to in II-2 above ;
 - (3) Exemption of value added tax and other fiscal charges of any kind imposed in Indonesia on the Equipment referred to in II-2 above in case of local purchase; and
 - (4) Running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Chairman of National Agency for Export Development (hereinafter referred to as "NAFED"), as Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Secretary of NAFED, as Vice Project Director, will support Project Director.
3. Director of Center for Export Information and Training of NAFED, as Project Manager, will be responsible for the managerial and technical matters of the Project.
4. Director of Indonesia Export Training Center (hereinafter referred to as "IETC"), as Vice Project Manager, will support Project Manager.
5. The Japanese Chief Advisor will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
6. The Japanese experts will give necessary technical guidance and advice to the Indonesian counterpart personnel on technical matters pertaining to the implementation of the Project.
7. For the effective and successful implementation of technical cooperation for the



Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by the two Governments through JICA and the Indonesian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of Indonesia undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Indonesia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between the two Governments on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING AND SUPPORT FOR THE PROJECT

For the purpose of promoting public support for the Project, the Government of Indonesia will take appropriate measures to make the Project widely known to the people of Indonesia.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be four (4) years from July 1, 2002.



ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF INDONESIAIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX VI	JOINT COORDINATING COMMITTEE

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Annex I MASTER PLAN

1 Overall Goal

Promote the export of small and medium enterprises (hereinafter referred to as “SMEs”) in the regions where Regional Export Training and Promotion Centers (hereinafter referred to as “RETPCs”) are established.

2 Project Purpose

Model RETPCs (in Surabaya, Medan, Makassar, and Banjarmasin) provide export training, trade information and promotion services to SMEs in the respective regions.

3 Outputs of the Project

- 1) Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team.
- 2) C/P at RETPCs are skilled in managing export training services.
- 3) C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for export training services.
- 4) C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).
- 5) C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services.
- 6) C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.

4 Activities of the Project

Necessary activities to achieve the above-mentioned outputs are conducted.



Annex II LIST OF JAPANESE EXPERTS

- 1 Chief Advisor
- 2 Project Coordinator
- 3 Expert on Marketing for Export Promotion
- 4 Other experts in the specific fields of technology transfer may be dispatched, if necessary.

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Annex III LIST OF MACHINERY AND EQUIPMENT

- 1 Equipment for developing digital contents for training, on-line information and promotion
- 2 Equipment for conducting training, information, and promotion services in the regions
- 3 Other machinery, equipment and materials regarded as necessary for effective implementation of the Project

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Annex IV LIST OF INDONESIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL

- 1 Project Director (Chairman of NAFED)
- 2 Vice Project Director (Secretary of NAFED)
- 3 Project Manager (Director of Center for Export Information and Training of NAFED)
- 4 Vice Project Manager (Director of IETC)
- 5 Technical Counterpart Personnel
 - (1) Staff of Project Team from the Center for Export Information and Training of NAFED and IETC
 - (2) Staff of RETPCs
- 6 Administrative Staff
- 7 Any other necessary personnel for the smooth implementation of the Project



Annex V LIST OF LAND, BUILDINGS AND FACILITIES

- 1 Office space and necessary facilities for the Japanese Experts ;
- 2 Office space and necessary facilities for the Indonesian counterpart personnel both in Jakarta and regional cities where RETPCs are to be established ;
- 3 Lecture rooms and meeting rooms necessary for the transfer of technology both in Jakarta and regional cities where RETPCs are to be established ;
- 4 Buildings, facilities and space necessary for the installation and operation of the machinery, equipment and materials to be provided by the Government of Japan both in Jakarta and regional cities where RETPCs are to be established ; and
- 5 Other facilities mutually agreed upon as necessary for the implementation of the Project.

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Annex VI JOINT COORDINATING COMMITTEE

1 Functions

The Joint Coordinating Committee will be held once or twice a year and whenever necessity arises.

Its functions are as follows:

- (1) To settle on the Annual Plan of Operations (APO) and the Annual Tentative Schedule of Implementation (ATSI) of the Project in line with the Plan of Operations (PO) and the Tentative Schedule of Implementation (TSI) formulated under the framework of the Record of Discussions;
- (2) To coordinate necessary actions to be taken by both sides;
- (3) To review the overall progress of the PO as well as the achievement of the APO; and,
- (4) To exchange views on major issues arising from or in connection with the PO.

2 Composition

- (1) Chairperson:

Chairman of NAFED

- (2) Committee Members:

(Indonesian side)

- a Representative(s) of EKUIN
- b Representative(s) of BAPPENAS
- c Representative(s) of Ministry of Industry and Trade
- d Representative(s) of Chamber of Commerce and Industry (KADIN)
- e Representative(s) of related business associations
- f Representatives of Advisory Committees in the regions where RETPCs are to be established
- g Other personnel concerned with the Project decided by the Indonesian side, if necessary

(Japanese side)

- a Chief Advisor
- b Project Coordinator
- c Japanese experts designated by the Chief Advisor
- d Representative(s) of the JICA Indonesia Office
- e Other personnel concerned to be decided and/or dispatched by JICA, if necessary

Note : Official(s) of the Embassy of Japan in Republic of Indonesia may attend the Committee as observer(s).




**MINUTES OF MEETING
BETWEEN THE JAPANESE PROJECT DESIGN TEAM
AND THE AUTHORITIES CONCERNED
OF THE GOVERNMENT OF REPUBLIC OF INDONESIA
ON THE JAPANESE TECHNICAL COOPERATION ON
THE PROJECT FOR ESTABLISHMENT AND CAPACITY BUILDING OF
REGIONAL EXPORT TRAINING AND PROMOTION CENTERS**

The Japanese Project Design Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and the National Agency for Export Development (hereinafter referred to as "NAFED") signed the Record of Discussions (hereinafter referred to as "R/D") on the Japanese Technical Cooperation Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers (hereinafter referred to as "the Project").

The attached document hereto is intended to specify the contents of the Project agreed between both sides in regard to the provisions stipulated in the R/D.

Jakarta, February 5, 2002



Mr. Hidetoshi Takama
Leader,
Japanese Project Design Team,
Japan International Cooperation Agency,
Japan



Mr. Gusmardi Bustami
Chairman,
National Agency for Export Development,
Ministry of Industry and Trade,
Republic of Indonesia



Attached Document

I. Specific Items regarding the Project

1. Project Document

The Team and the Indonesian side (NAFED and IETC (Indonesia Export Training Center)) confirmed and agreed on the Project Document as shown in Annex A. The Project Document consists of the background information regarding the Project, present condition of the target sector, project strategy, project design (master plan) and project justification.

2. Cooperation Period and Order of Establishment of RETPCs

During the previous Second Preliminary Study, both sides tentatively agreed that the cooperation period would be four (4) years and that four (4) model RETPCs would be established during the period with the order of East Java (Surabaya) in the first year (in 2002), North Sumatera (Medan) and South Sulawesi (Makassar) in the second year (in 2003), and South Kalimantan (Banjarmasin) in the third year (in 2004). In this Study, the duration of the Project was confirmed to be four (4) years and the starting date was agreed on July 1, 2002.

During the discussion, however, the Indonesian side expressed its wish to start extending cooperation towards South Kalimantan Province as soon as possible from 2002 because the Province had already prepared Rp. 600 million as the operating budget for RETPC in 2002. In response to this matter, the Team commented that the order should not be changed in principle because it would take some more time to prepare for the cooperation for South Kalimantan. For example, ISDN connection is still not available in South Kalimantan, and more detailed survey on the local needs and conditions is necessary in order to analyze the appropriate scale of RETPC in the region. The Team proposed instead to bring forward the cooperation in the field of human resource development in 2002 for the region, and the Indonesian side accepted the proposal.

3. Project Site in Jakarta and Communication within the Project Team

The Indonesian side explained to the Team that the rooms for Japanese Experts and Project Team would be located on the second floor of IETC building while IETC staff including the counterpart personnel (hereinafter referred to as "C/P") of the Project would be stationed on the third floor. The Indonesian side further explained that four (4) C/P in the field of IT from the Center for Export Information and Training (hereinafter referred to

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as “CEIT”) of NAFED would be stationed in the Project Team room, but other thirteen (13) C/P would stay in NAFED building to deal with their routine work. Hearing the explanation, the Team expressed its concern on the lack of communication under the arrangement and pointed out the importance of establishing communication channel between the two organizations. The Indonesian side agreed and replied that it would put four (4) C/P from NAFED and two (2) C/P from IETC together in the Project Team room and would appoint one (1) coordinator from NAFED and one (1) coordinator from IETC to facilitate the communication between the two parties. In addition, the Indonesian side plans to have weekly joint meeting comprising all the C/P both from CEIT and IETC.

4. Master Plan

Both sides confirmed and agreed on the project master plan which was already discussed in the previous Second Preliminary Study. One thing altered this time was the activity 6-4 under the output 6, “C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions”. Activity 6-4 was originally described as “train C/P at the Project Team for studying economic conditions and institutional characteristics in regions where a RETPC is to be set-up”. However, to apply this activity not only for the future replication of RETPCs but also for the second, third and fourth RETPCs to be established in the Project, both sides agreed to change the activity to “train C/P at the Project Team for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria”. The Team explained to the Indonesian side that the scale of RETPCs and the scope of cooperation for them would be not always the same but be adjusted in accordance with the needs and conditions in respective regions. The Team further explained that, more detailed information regarding Medan, Makassar and Banjarmasin would be needed to justify the appropriateness of the regions selected as the candidate sites for establishing RETPCs in light of the six (6) criteria for selection (needs, firm organizational structure, financial readiness, availability of competent staff, availability of building and facilities, and IT infrastructure). In case that any of the three (3) candidate regions fails to meet the criteria in the future, the establishment of RETPC in the region could be postponed or cancelled.

5. Input by the Japanese Side

(1) Experts



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As a result of discussions, three (3) long-term experts, Chief Advisor, Project Coordinator, and an expert on Marketing for Export Promotion will be dispatched, the terms of reference of the three experts are as shown in Annex 12 of the Project Document. The long-term experts will be stationed in Jakarta basically, but will visit regions as well on the short term basis.

As for short-term experts in Japanese Fiscal Year 2002, the Indonesian side requested the dispatch in several fields including export promotion and distance learning. Considering the request as well as the availability of human resources in Japan, the Team showed the possible fields to be covered by short-term experts in Japanese Fiscal Year 2002 as follows, and the Indonesian side agreed on the followings:

- a. A short-term Expert on IT Consultation (about 3 weeks in August 2002)
 - to confirm the operating conditions of installed networks in Jakarta and Surabaya
 - to train C/P to utilize the equipment in Jakarta and Surabaya
 - to consult with Japanese long-term experts and C/P in the Project Team on how to develop NAFED's homepage, database and LAN system (general direction)
- b. A short-term Expert on Special Training Program for the Inauguration of Surabaya RETPC (about 1 week in September)
 - to make lectures in the three-day face-to-face training course on "how to penetrate into Japanese market" at the timing of inauguration of Surabaya RETPC in the second week of September 2002 (tentative target product: furniture)
 - to conduct training or seminar in Jakarta, if necessary
- c. A short-term Expert on Management of Mini-resource Center (about 3 to 4 weeks in January 2003)
 - to provide technical advice and guidance on the management of mini-resource center in Surabaya RETPC and NAFED/IETC in Jakarta (The general guidance will be given by the Long-term Experts in advance.)
- d. A short-term Expert on Exhibition Management (about 3 to 4 weeks in February 2003)
 - to provide technical advice and guidance on how to implement trade business through exhibition and trade fair (tools for exhibition management, how to design exhibition, displaying technique, selection of goods for display, etc) (The general guidance will be given by the Long-term Experts in advance.)
- e. A short-term Expert on Web Design or Database (if necessary)
 - Since the basic knowledge in this field is already acquired by Indonesian C/P through training in Japan, it is desired that the C/P cover this field by themselves,



in principle.

- However, if the C/P need further specific technical assistance after the consultation by the short-term expert in the field of "IT Consultation", additional dispatch might be considered.

The Indonesian side also requested the dispatch of short-term experts in the field of distance learning with TV conference system. The Team responded the request that this field would be coped with by JICA Okinawa International Center by utilizing J-net system.

(2) Training of C/P in Japan

The Team explained and the Indonesian side understood the principles of C/P training in Japan as follows:

- a. The training in Japan will be thoughtfully examined for its necessity and implemented only for the new techniques which have not been dealt with in Phase 1 and 2 Projects and cannot be acquired in Indonesia.
- b. Capable C/P in RETPCs could be also accepted to the training in Japan.
- c. The number of C/P to be accepted to Japan will be up to three (3) a year.
- d. Young, promising and self-reliant C/P should be, in principle, prioritized in the selection for nomination.

The Indonesian side requested the acceptance of three (3) C/P, two (2) in the field of trade promotion and one (1) in the field of computer networking. Based on the above principles and availability of acceptance in Japan, the Team showed the possibility of training in Japan in Japanese Fiscal Year 2002 as follows, and the Indonesian side agreed on the followings:

- a Training on Trade Promotion (about 3 to 4 weeks at maximum, in November 2002)
 - to provide information on the models of trade promotion in Japan
 - to transfer the know-how on trade promotion to be applied in RETPC
- b Training on Client/Server System Design (from April to August 2002, Group Training Course in JICA Okinawa International Center)
 - to learn the subject such as system analysis/design, LAN design, system evaluation and programming through lecturers, exercises and workshops

The Team requested the Indonesian side to nominate candidates from the staff of



Surabaya RETPC for the Training on Trade Promotion. The Team also said that the candidate for Training on Client/Server System Design should be a capable C/P who would be responsible for the maintenance of network in IETC in the long run.

(3) Provision of Equipment

As a result of discussions, both sides agreed on the list of equipment to be provided by the Japanese side in Japanese Fiscal Year 2002 as shown in the Annex 13-1 (for Project Team in Jakarta) and 13-2 (for Surabaya RETPC). The provision of books to the mini-resource center in Surabaya RETPC from the Japanese side should be deemed as the supplement of the ones to be purchased by NAFED. The Team requested the Indonesian side to bear the costs for purchasing consumables for the equipment. The Team emphasized and the Indonesian side understood that the security of network, such as protection from virus and hacking, should be continuously watched and assured by the Indonesian side.

The Team also emphasized that the scale of inputs including equipment for the rest three (3) RETPCs in Medan, Makassar and Banjarmasin would be decided in 2003 and 2004 respectively based on the scale of needs and conditions in each region. The Team further explained that the equipment to be provided for Surabaya RETPC would be the maximum among the 4 RETPCs.

As for the equipment for distance learning, it was agreed between the both sides in the last Study to try to use TV conference system two (2) times for the first year on rental basis connecting Jakarta and Surabaya, and decide whether or not to purchase it in the second year based on the result of the trial use. While the cost for renting a set of TV conference system will be born by the Japanese side, the Indonesian side will be responsible for the telecommunications cost.

During the discussion of this Study, the Indonesian side requested the Team to consider the provision of TV conference system again by showing more detailed cost calculation. The Team replied again that the decision on this matter would be made after reviewing the results of trial use in the first year. To consider the purchase of the system, the Team explained that at least following conditions should be met:

- a. The use of TV conference system will produce enough benefit and effect compared to the cost.
- b. Introduction of TV conference system may not discourage the efforts of human resource development in the region. (Both the C/P in Jakarta and regions should not depend too much on the system.)

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- c. The expenses for operating distance training programs with TV conference system can be covered by central or provincial government continuously.

6. Input by the Indonesian Side

(1) Allocation of C/P

NAFED and IETC will allocate seventeen (17) C/P and eighteen (18) C/P respectively to the Project Team aside from management and administrative staff. The list of C/P from NAFED and IETC is attached as Annex 15-1 and 15-2 of the Project Document, respectively. The three (3) C/P to be dispatched to Surabaya RETPC (Head, Manager for Training Division, and Manager for Promotion and Information Division) have already appointed from the C/P in the Project Team. They started to receive managerial training courses prepared by NAFED and IETC.

On the other hand, East Java Province has already appointed nine (9) full-time C/P to be allocated for Surabaya RETPC, including Vice Head, Manager for Administration Division and Vice Heads for each division. The list of C/P for Surabaya RETPC is attached as Annex 17 of the Project Document. They were selected by East Java Province in accordance with the following requirements shown by NAFED and IETC:

- a. less than 45 years old
- b. education level: diploma or more
- c. good health
- d. skills for using computer/Internet
- e. knowledge on export procedure and international trade
- f. English ability
- g. willingness to stay RETPC after the Project

The Indonesian side explained to the Team that the requirement might be revised for other three (3) regions in the future. The Indonesian side further explained that there would be a possibility to increase the number of staff in Surabaya RETPC in the future, if necessary. The Indonesian side further explained that NAFED and IETC would conduct an 2-week OJT for some Surabaya RETPC staff in Jakarta in April.

(2) Budget Allocation for the Project

NAFED requested Rp.1,176 million as the budget for operating the Project in 2002, but the final approval is not yet given by the Ministry of Finance. East Java



Province, on the other hand, has already obtained the approval for budgeting Rp.971 million for the start-up and operation of RETPC in 2002. The details of the budget from both central and provincial governments are as shown in Annex 18-1 and 18-2 of the Project Document, respectively.

(3) Building and Facilities

The Indonesian side explained to the Team that the building and facilities for Surabaya RETPC would be renovated with the budget from NAFED by the end of May 2002. For the renovation works, the Indonesian side has already made Auction Team and detailed schedule as shown in Annex B and C.

As for the renovation of the building for Surabaya RETPC, the Team made some additional advice on the layout, and requested the Indonesian side to prepare one room for JICA experts. The Team also requested the Indonesian side to prepare sufficient power source for the equipment to be install there. The Indonesian side will send the detailed technical drawings to JICA after the bidding by the beginning of March 2002.

7. Joint Coordinating Committee and Advisory Committees

Under the project, a Joint Coordinating Committee (JCC) will be organized in Jakarta in order to oversee the operation and management of the Project. Whereas, Advisory Committees will be formed in respective regions to receive advice and recommendations on the activities of RETPCs. The JCC in Jakarta will consist of JICA, MOIT/NAFED, EKUIN, BAPPENAS, KADIN, business associations, etc. The Advisory Committees will be composed of relevant government agencies and private organization in respective regions such as local governments, KADINDA, business associations and export cooperatives.

JCC and Advisory Committees will be held once or twice a year and whenever necessity arises. The linkage between JCC and Advisory Committees will be ensured by inviting the representatives of Advisory Committees in respective regions to JCC. The functions of JCC and Advisory Committees are: (i) to settle on the detailed plan of operations in the project, (ii) to coordinate necessary actions to be taken by the parties involved in the project, (iii) to review the overall progress of project operation as well as the achievements, and (iv) to exchange views on major issues arising from or in connection with the project. While JCC is to cover the issues regarding the project comprehensively, Advisory Committees are to rather focus on the matters in respective RETPCs.



8. Monitoring and Evaluation

The Team explained to the Indonesian side the general items regarding monitoring and evaluation conducted commonly in the project-type technical cooperation as follows:

(1) Monitoring

- a Based on Project Design Matrix (hereinafter referred to as "PDM") and five basic evaluation components (efficiency, effectiveness, impact, relevance, and sustainability), regular monitoring on the Project's achievement is to be implemented primarily by the C/P and Japanese long-term experts.
- b Within the first six (6) months after the commencement of the project, a monitoring system should be established, and every six (6) months from thereof, monitoring should be implemented.
- c The result should be distributed to the organizations and/or personnel concerned with the Project, such as JCC, Advisory Committees and JICA.

(2) Evaluation

- a The final evaluation of the Project will be conducted jointly by both Japanese and Indonesian sides approximately six (6) months before the termination of the cooperation period in order to examine the level of achievement.
- b Mid-term evaluation will be conducted in the middle of the cooperation period.
- c Members of the Indonesian evaluation team should include those who are not directly involved in the Project management to secure the fairness of the evaluation, while JICA will hire a consultant exclusively for the Japanese evaluation team for the same reason.
- d The said consultant will be dispatched beforehand to the Project and gather necessary information and data to facilitate the evaluation.
- e All evaluation activities will be implemented according to the PDM and the five basic evaluation components which will be used as the viewpoints for the evaluation.

9. Annual Schedule in 2002

Annual Plan of Operation (APO) and Annual Tentative Schedule of Implementation (ATSI) were drafted based on the discussion during the Study and agreed by both sides as Annex D and E, respectively. Specific events mentioned by the Indonesian side were as follows:



- (1) Establishment of Project Team: February 2002
- (2) Signing of Technical Cooperation Agreement (TCA) between Chairman of NAFED and Governor of East Java Province: February 8, 2002
- (3) Organizing Advisory Committee in Surabaya: February 2002 (Members will be invited from KADINDA, business associations, exporters' association, AOTS alumni, and other related organizations. Chairperson of the Committee would be the Head of Dinas Perindag under the East Java Province.)
- (4) Renovation of the building for Surabaya RETPC: from January to May 2002
- (5) OJT for regional RETPC staff in Jakarta (NAFED and IETC): April 2002 (for 2 weeks)
- (6) Dispatch of Head and 2 Managers to Surabaya RETPC: beginning of June 2002
- (7) Allocation of regional RETPC staff: beginning of June 2002
- (8) Technology transfer to regional RETPC staff in Surabaya: from June to October 2002
- (9) Opening of mini-resource center in Surabaya RETPC: July 2002
- (10) First batch of face-to-face training in Surabaya RETPC: August 2002 (to be conducted based on the established curriculum and syllabus in IETC by inviting lecturer from Jakarta)
- (11) Opening of show-room (exhibition) in Surabaya RETPC: at the end of August 2002
- (12) Inauguration of Surabaya RETPC and second batch of face-to-face training: second week of September 2002
- (13) 2 batches of distance training with TV conference system between Jakarta and Surabaya: October and November 2002

10. Utilization of J-net System

The Team recommended the Indonesian side to utilize the J-net System to be installed in IETC at maximum.

II. Items to be Followed Up

In order to commence the Project smoothly, both sides agreed that the following items should be followed up by both sides.

1. Japanese Side

- Recruiting qualified experts
- Preparing training programs
- Reconfirming specifications and start procuring necessary machinery and equipment




2. Indonesian Side

- Submitting official request forms to the Government of Japan, including A1 (experts), A2/A3 (training), and A4 (equipment) by the end of March 2002
- Finishing the renovation of the building for Surabaya RETPC
- Start the actual activities of NAFED Task Force to collect necessary information in regional centers to Center for Export Information and Training (CEIT)

III. List of Attendants

The attendants in the meeting were as shown in Annex F.

List of Annex List of Annexes

- A. Project Document
- B. List of Auction's Team Members
- C. Tentative Agenda for Renovation Auction of RETPC Surabaya, East Java
- D. Annual Plan of Operation for Japanese Fiscal Year 2002 (Draft)
- E. Annual Tentative Schedule of Implementation for Japanese Fiscal Year 2002 (Draft)
- F. List of Attendants

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Project Document

The Japanese Technical Cooperation

for

The Project for Establishment and Capacity Building of

Regional Export Training and Promotion Centers (RETPCs)

January 2002

National Agency for Export Development/Indonesia Export Training Center

and

Japan International Cooperation Agency

J.C.D.

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CURRENCY EQUIVALENTS

Currency Unit – Rupiah (Rp)

Rp1.00 = 0.012Yen

Yen 100 =8500 Rp


ABBREVIATIONS

ADB	-	Asian Development Bank
AFTA	-	Asean Free-Trade Area
AMEICC	-	AEM-MITI (ASEAN Economic Minister and the Minister of International Trade and Industry) Economic and Industrial Cooperation Committee
ASEAN	-	Association of South-East Asian Nations
BAPPENAS	-	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BI	-	Bank Indonesia
BPS	-	Central Bureau of Statistics
C/P	-	Counterpart Personnel
CEIT	-	Center for Export Information and Training, NAFED
COE	-	Center of Excellence
DIKS	-	Daftar Isian Kegiatan Suplemen (List of Supplementary Activities)
Dinas Perindag	-	Dinas Perindustrian Dan Perdagangan (Regional Office of Industry and Commerce under Provincial Government)
EKUIIN	-	Economy, Finance and Industry Coordinating Ministry
GDP	-	Gross Domestic Product
GNP	-	Gross National Product
HRD	-	Human Resource Development
ICT	-	Information and Communications Technology
IETC	-	Indonesia Export Training Center
IMF	-	International Monetary Fund
IT	-	Information Technology
ITPC	-	Indonesian Trade Promotion Center
JCC	-	Joint Coordinating Committee
JICA	-	Japan International Cooperation Agency
KADIN	-	Chamber of Commerce and Industry
KADINDA	-	Regional Chamber of Commerce and Industry
MOF	-	Ministry of Finance
MOIT	-	Ministry of Industry and Trade
MOT	-	Ministry of Trade
NAFED	-	National Agency for Export Development
RETPC	-	Regional Export Training and Promotion Center
SMOCSME	-	State Ministry of Cooperatives and Small and Medium Enterprises
TATP	-	Technical Assistance and Training Program
TCA	-	Technical Cooperation Agreement
TPOs	-	Trade Promotion Offices
UNDP	-	United Nations Development Programme
UPT	-	Technical Service Unit
WB	-	World Bank
WTO	-	World Trade Organization

Notes: The fiscal year of the Government of Indonesia ends on 31 March until FY 1999-2000. After a transitional period of 9 months in FY 2000 (April-December 2000), the fiscal year has been aligned with the calendar year from January 2001.

INDEX

1. Introduction	1
2. Background	1
2.1 Socio-economic Conditions in Indonesia	1
2.2 Description of the SME Sector and Export Sector	2
2.3 Sector Development Strategy of the Indonesian Government	4
2.4 Prior and On-going Assistance	5
3. Issues and Problems to be addressed	6
3.1 Issues and Problems to be addressed	6
3.2 Institutional Framework for the Sector	7
4. Project Strategy	8
4.1 Problems to be Tackled in the Project	8
4.2 Project Strategy as Counter-measures to tackle Obstacles of SME for Export Promotion	10
4.3 Features of RETPCs and Types of Services to be provided	12
4.4 Selection of Regions to Establish RETPCs	12
4.5 Implementation Structure	12
4.6 Counterpart Organizations	13
4.6.1 National Agency for Export Development	13
4.6.2 Indonesia Export Training Center	15
4.6.3 Regional Export Training and Promotion Centers	16
4.7 Institutional Arrangements	17
4.8 Duration of Project Implementation Period	18
4.9 Availability of Necessary Human Resources	19
4.10 Special Consideration	19
5. Project Design	19
5.1 Overall Goal	19
5.2 Project Purpose, Outputs and Activities	20
5.2.1 Project Purpose	20
5.2.2 Outputs and Activities	21
5.3 Inputs from the Japanese Side	24
5.3.1 Experts	24
5.3.2 Counterpart Training	24
5.3.3 Equipment	25
5.4 Inputs from the Indonesian Side	25



5.4.1 Assignment of C/P	25
5.4.2 Buildings, Budget, Facilities and Equipment	26
5.5 Important Assumption and Risk Analysis	26
5.6 Prior Requirements and Pre-requisites	27
6. Overall Justification for Implementation of the Project	27
6.1 Impact	27
6.1.1 Impact on the Policy Aspect	27
6.1.2 Impact on the Institutional Aspect	27
6.1.3 Impact on the Socio-economic Aspect	27
6.1.4 Impact on the Technical Aspect	28
6.2 Effectiveness	28
6.2.1 Justification of the Level of the Project Target to be achieved	28
6.3 Efficiency	29
6.3.1 Efficiency in terms of Realization of Effectiveness	29
6.4 Relevance	29
6.4.1 Justification for Assistance from JICA	29
6.4.2 Relevance in terms of the Needs of the Country	29
6.5 Sustainability	29
6.5.1 Organizational Capacity	29
6.5.2 Financial Conditions	30
6.6 Overall Evaluation of the Project	30
7. Monitoring and Evaluation	30
7.1 Monitoring	30
7.2 Evaluation	30

Annexes

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1.Introduction

Since the economic crisis in 1997, Indonesia has been undertaking political and economic reforms. In 1998, the real GDP contracted by 13.1%. The external debt has been kept at a high level where the ratio of the total external debt over GNP reached 113% at the end of 1999. In order to earn foreign exchanges, control inflation, safeguard the country's balance of payment, and revitalize the economy, it is important to strengthen export competitiveness of industries in the non-oil and gas sector. Particularly attention has been drawn to promotion of Small and Medium Enterprises (SMEs) that account for a good proportion in terms of the number of enterprises and employment opportunities. PROPENAS (National Development Plan: 2001~2004) prepared in November 2000 places its importance on the SME promotion program and export promotion.

Over the years, JICA extended a series of technical assistance to IETC (Indonesia Export Training Center) as part of the assistance programs for export promotion of SMEs. As the IETC building was constructed in 1989 under Japanese grant aid, the JICA extended a "Project-Type Technical Cooperation for the Indonesia Export Training Center (Phase 1)" from September 1988 to September 1993, where advice and guidance were provided to counterpart personnel (C/P) at IETC in the following areas: export training, business Japanese language, inspection and quality control, and exhibition. After the completion of the first phase, the follow-up cooperation was extended from January 1994 to September 1995. From March 1997 to February 2001, "The Project on Human Resource Development in Trade Sectors (Phase 2)" was carried out in order for IETC to formulate and devise training program. Currently, one-year follow-up cooperation of the Phase 2 Project is being implemented to improve capacities of instructors for export training at IETC.

Through the above cooperation programs, the capacity of IETC, as an implementing center for export training, has been strengthened. The services provided by IETC have been highly commended by business sectors. However, the geographical distribution of participants to training courses is skewed to Jakarta and its proximity. While Indonesia has been proceeding with the decentralization of authorities to provincial and district governments, the Indonesian government plans to establish Regional Export Training and Promotion Centers (RETPCs) at major cities in regions in order to transfer technologies acquired by IETC. For the establishment and capacity building of RETPCs, the Indonesian government has requested the Japanese government to extend a new project-type technical cooperation. Based on the request, JICA conducted preparatory studies, which revealed the high demand for trade promotion and information services among SMEs as well as for the export training. Under the new project, therefore, it is planned that RETPCs will provide services in the areas of export training, trade information and promotion.

2.Background

2.1 Socio-economic Conditions in Indonesia

During the 1970s and 1980s, economic growth in Indonesia was led by the oil and mineral industry sectors. From the mid-1980s, however, the Indonesian Government shifted its policy to export-oriented industrial strategy after having faced balance-of-payment problems due to the sharp decline of oil prices in the world market. The main points of the newly adopted strategy were greater openness to private sector and foreign investment, and across-the-board reductions in nominal tariffs. Despite these liberalization efforts, however, the industrial policy remain distorted for selected sectors in the forms of, for example, monopolies and protection. This policy distortion led to inappropriate allocation of resources and decrease of industrial competitiveness in comparison with other Asian countries by the mid-1990s.



In 1997, the economic crisis hit Indonesia, and in the succeeding year of 1998, the real GDP contracted by 13.1% and the non-oil/gas sector by 14.2%. The growth of the non-oil/gas manufacturing sector dropped by 13.1% in the same year, revealing the underlying weakness of the industry sector. The depreciation of the country's currency, Rupiah, has seriously affected economy in Indonesia. On the other hand, the country's total external debt exceeded 100 % of the GNP and the debt-service ratio went beyond 30% in 1999. Under these circumstances, strengthening and developing the industrial sectors are necessary in order to sustain economic growth in the future as well as to keep repaying its debts.

In response to the economic crisis, the government adopted a macroeconomic stabilization program and structural reform programs supported by International Monetary Fund (IMF) and foreign donors. In 2000, the Indonesian economy recorded approximately 4.8 % annual growth and the rate of unemployment improved to 6.1% from 6.3 % in the previous year.

2.2 Description of the SME Sector and Export Sector¹

Generally, in both developed and developing countries, SMEs are main players in economic activities, providers of employment opportunities, and engines for the development of local economies and communities. Indonesia is not an exception. In the country, they are expected to further play a new role as contributors to the improvement of the international balance of payment.

(1) Employment Opportunities provided by SMEs

The SME and household/cottage industry sector in Indonesia accounts for a large share in terms of the number of establishments and employment. A smaller proportion of well-established medium-scale enterprises characterizes the sector. Table 1 shows that SMEs and household/cottage industries accounted for 99.8% of the total number of enterprises in the manufacturing sector in 1997. With regard to the number of employees, SMEs and household/cottage industries accounted for 66.2 % in 1997.. In terms of value added, the share of total of SMEs is 12.4%.

Table 1 Number of Establishments, Employees, and Value Added by Large, Medium and Small Enterprises, and Households/Cottage Industries in the Manufacturing Sector (1997)

	Large	Medium	Small	Household/ Cottage	Total	Share of SMEs and Household/Cottage
Number of Establishments	6,638 (0.2%)	15,748 (0.6%)	241,169 (8.4%)	2,610,693 (90.8%)	2,874,248 (100.0%)	99.8%
Employees (a)	3,547,135 (33.8%)	589,359 (5.6%)	2,077,298 (19.8%)	4,275,424 (40.8%)	10,489,216 (100.0%)	66.2%
Value Added (Billion Rp) (b)	82,975 (83.3%)	7,539 (7.6%)	4,802 (4.8%)	4,293 (4.3%)	99,609 (100.0%)	16.7%

Source: Statistik Indonesia, 1997 and Statistik Industri Besar Dan Sedang, 1997, Central Bureau of Statistics
(Quoted from JICA, "Basic Data by Sector," August 2001)

Note: Definition of the scale of enterprises: Large – at least 100 employees; Medium – 20-99 employees; Small – 5-19 employees; Household/cottage industry–1-4 employees.

(2) Link with Local Economy

SMEs are players in the development of local economy and community because SMEs are closely linked to the local economy and, in some areas, form the core of industrial clusters. Table 2 presents geographical distribution of enterprises, implying more enterprises whose sales are relatively smaller tend

¹ Reference has been made to the Urata Report: S.Urata, "Policy Recommendation for SME Promotion in the Republic of Indonesia," July 2000.

to be found in regions outside Java. According to the Urata report, these industrial clusters are essentially resource-based industries producing specialized products where local enterprises in the clusters utilizes both local natural resources and labor to produce special goods having a local character.

Table 2 Proportions of SMEs in Java and Outside Java (in Number of establishment by sales)

	>= 1 bil. Rp	< 1 bil. Rp
Java	66.8%	53.7%
Outside Java	33.2%	46.4%
Total	100.0%	100.0%

Source: Ministry of Industry and Trade (Quoted from the Urata Report, 2000)

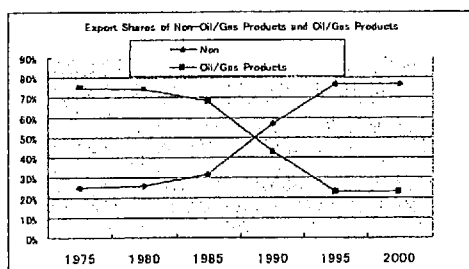
Note: "SME" in GDP statistics refers to companies with annual turnover of 1.0 billion Rp or less.

Since there exists a substantial income gap in Indonesia between outlying islands and Java Island (particularly Jakarta area) where major industrial concentrations are found, the Urata report indicates a strong expectation that local SMEs contribute to vitalization of local economies in the coming years as the decentralization plan of the government proceeds.

(3) Potential Role to Improve International Balance of Payment

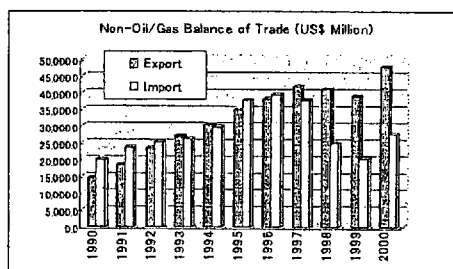
Export shares of non-oil/gas products and oil/gas products have drastically changed over the last 25 years as shown in the following Table 2-3. The export share of non-oil/gas products increased from 25.2% in 1975 to 76.9% in 2000.

Table 3 Export Shares of Non-Oil/Gas Products and Oil/Gas Products



Source: Central Bureau of Statistics

Table 4 Non-Oil & Gas Balance of Trade 1990-2000



Source: Central Bureau of Statistics

In 1990s, the proportion of exports to the GDP had been around 25% until 1998 when Rupiah was substantially devaluated. The balance of trade of non-oil/gas during the last 10 years is shown in Table 4 above. Surplus from 1997 has been recorded with substantial decline of import. In terms of the share in total export value, the ratio of small industry and trading companies is rather small as shown in Table 5. In 1999, it accounts for merely 4.6%.

Table 5 Share of SMEs in Total Export Value

	1993	1994	1995	1996	1997	1998	1999
Total Exports (A)	36,823	40,053	45,418	49,814	53,444	48,848	25,922
Exports of Small Industry and Small Trade (B)	1,685	2,214	2,160	2,503	2,522	3,646	1,205
(B)/(A)	4.6%	5.5%	4.8%	5.0%	4.7%	7.5%	4.6%

Source: (A) Central Bureau of Statistics (B) Ministry of Industry and Trade (Quoted from The Urata Report, 2000)

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The Urata Report emphasizes the importance of developing export markets in the midst of a declining domestic demand. The report expects that fostering of supporting- and resource-based industries will improve the international balance of payments of the country through import substitution and expansion of direct and indirect exports.

2.3 Sector Development Strategy of the Indonesian Government²

(1) Development of the SME Sector

The current five-year development plan (PROPENAS 2000 - 2004)³ puts importance on development of SMEs because of the number of reasons. They are, among others, dynamism of SMEs to respond to changes in technology and market, reduction of income inequity, creation of employment opportunities, and contribution to rapid structural change by expanding economic base and increasing local and national economic powers. PROPENAS finds it necessary to implement programs to establish good business environments, to increase access to resources for production, and development of entrepreneurship and competitiveness.

Currently, at least ten ministries and agencies are said to be involved in the promotion of SMEs. Definitions of SMEs vary depending on ministries and agencies. Ministry of Industry and Trade (MOIT) defines SMEs by values of assets excluding land and building while State Ministry of Cooperatives and Small and Medium Enterprises (SMOCSME) uses definitions of either values of assets excluding land and building or annual turnover. Central Bureau of Statistics (BPS) defines them by the number of employees. As represented by various definitions of SMEs, it is pointed out that there has been no integrated SME policy on the government side. While Ministry of Finance (MOF) and Bank Indonesia (BI) have been in charge of the financial assistance, MOIT, SMOCSME, etc. have been providing non-financial assistance (managerial and technical assistance). However, there was no close coordination between financial assistance by MOF/BI and technical assistance by MOIT, SMOCSME, etc. It is yet to see an organization that formulates an integrated SME policy of the country and puts it into practice.

(2) Export Promotion⁴

PROPENAS states that overall improvement of competitiveness of Indonesian economy in the global market is the key to overcoming the economic crisis and strengthening base of country's economic development in a sustainable manner. Export promotion is one of the programs to strengthen competitiveness of the economy. Promotion of export, particularly export of non-oil/gas, will expedite economic recovery in a short run, contribute to economic development and increase in foreign exchange

² This section is based on "Report on the Fourth Country Aid Study," JICA, November 2000.

³ Historically, the Indonesian government initiated its SME promotion policy as a small enterprise promotion policy during its first five-year development plan from 1969. As this promotion policy has been implemented with the top-down approach through ad hoc measures, it was not flexible enough to meet needs of local industries. For example, it used to be regional offices of the ministries, such as Kanwil (local MOIT) and Kandep, that provided assistance to promote local industries. In addition, those responsible for non-financial assistance, such as MOIT and SMOCSME, implemented the promotion policy with social consideration. On the other hand, it is also pointed out that National Development Planning Agency (BAPPENAS), MOF and BI put importance on efficiency consideration from the second half of 1980s, which contributed to development of export-oriented local SMEs and supporting industries. After the economic crisis hit the country in 1997, social consideration took a form of "People's Economy" as against efficiency consideration in the form of deregulation and liberalization supported by foreign institutions. These two sometimes-conflicting motivations were observed behind the SME development policy of the government in the past.

⁴ This part is based on JICA's Development Study on Export Promotion (SANWA Research Institute and Consulting Corporation, "The Second Phase of the Follow-up Study on the Development of Supporting Industries in the Republic of Indonesia - Export Promotion-," March 2000, JICA).

earnings in a medium run. In the export promotion program, PROPENAS sets a short-term target to simplify export procedures, increase effectiveness in extending working capital, and increase the operating ratio by expanding overseas markets. As a medium- and long-term target, it intends to increase quality of facilities and infrastructure relating to export promotion, in order to support domestic production and distribution activities in line with liberalization of the international trade system.

As for the non-oil/gas export, the government set a target to increase it to US\$ 44.2 billion for 2002, US\$ 46.8 billion for 2003, and US\$47.8 billion for 2004.

(3) Regional Autonomy and Decentralization

Following the enactment of the Law on Regional Government (Law No.22 of 1999) and the Law on Financial Balance between Central and Regional Government (Law No.25 of 1999) in May 1999, major administrative and fiscal reforms are currently in progress in order to achieve decentralization of the administrative and fiscal power and the reallocation of public services. One of the main components of the reforms is substantial expansion of the local autonomy of sub-regional autonomous bodies, mainly Kabupatens and cities, while the provincial government presides over a wide area, complements sub-regional autonomous bodies, and acts as the local office of the central government. The spending power of local governments will be also substantially expanded under the reforms.

2.4 Prior and On-going Assistance

(1) Prior and on-going assistance to IETC

The Indonesian government established IETC that aims at developing manpower in order to contribute to the promotion of export of the country under the technical assistance program from JICA. Currently, the follow-up cooperation is being implemented to train course instructors at IETC.

(2) Prior and on-going assistance to the SME and Export Sectors

For years, the Indonesia government, international organizations, foreign governments, NGOs, etc, have made many efforts to build SME's capacity and/or to promote exports. Many studies, seminars, and programs have also been conducted by multi-lateral international assistance agencies. Prior and on-going assistance by the government of Indonesia is described in Chapter 3.2. Some of the assistance from foreign organizations are described below.

(JICA)

Under the technical cooperation for the SME sector, JICA has dispatched a number of experts to MOIT, SMOCSME, and other government agencies for promotion of local and supporting industries, export promotion and improvement of SME finance system. JICA offered more than 10 training courses in Indonesia, ranging from diagnosis of SME management and operation to entrepreneur development and export promotion. JICA also conducted development studies such as study on the development of supporting industries and provided project-type technical cooperation to promote supporting industries in the technical field of foundry. Currently, the study on strengthening capacity of SME cluster is being implemented. In order to make policy recommendation for SME promotion, Professor Urata was sent to the Coordination Ministry of Economy, Finance and Industry as a JICA senior advisor.



(UNDP)

UNDP project for the export promotion services for SMEs was implemented for a five-year period from September 1994 to May 1999. The project was to strengthen the capacity of National Agency for Export Development (NAFED) in providing trade promotion services to the business community, particularly to SME exporters within the framework of an effective trade communications system. This was to be done by redefining the NAFED's strategy for strengthening the collaboration and partnership with its overseas representatives and SMEs, and establishing a standardized database of foreign trade related information in the then Ministry of Trade (MOT), its regional offices and trade representatives abroad, and other related production centers.

(WB)

The Technical Assistance and Training Program (TATP) is a three-year project funded by the World Bank aiming to accelerate the adoption of information and communications technology (ICT) among Indonesia's SMEs. TATP provides cost-sharing grants to SMEs to make ICT consulting and training services more affordable and accessible. TATP began operations in March 2000 and will continue until February 2003. As of end of July 2001, a total of 132 contracts have been signed between SMEs and ICT service providers mostly in 6 cities (Jakarta, Bandung, Semarang, Surabaya, Medan and Makassar). These contracts have involved the provision of consulting and training services to some 638 SMEs including cooperatives, associations and foundations.

(ADB)

Asian Development Bank has extended a loan and technical assistance grants for the industrial competitiveness and small and medium enterprise development program. It aims to support economic recovery and sustained growth by encouraging a more diversified and efficient industrial structure through deregulation and adoption of policies that promote competition, and provide a level playing field for all enterprises including SMEs. This is to be achieved by (1) strengthening competition, (2) promoting investment and facilitating trade, and (3) rationalizing assistance to SMEs.

(Other Organizations)

Apart from the SME promotion measures implemented by the government and bi-lateral and multi-lateral institutions, there are also schemes to support SMEs by Chamber of Commerce and Industry (KADIN), Regional Chamber of Commerce and Industry (KADINDA) and private organizations. For example, KADINDA in Makasar has prepared a database of candidate SMEs for enterprises seeking trade partners and assists the matching of enterprises by displaying a list of enterprises on its home page to help enterprises select possible trade partners.

3. Issues and Problems to be addressed

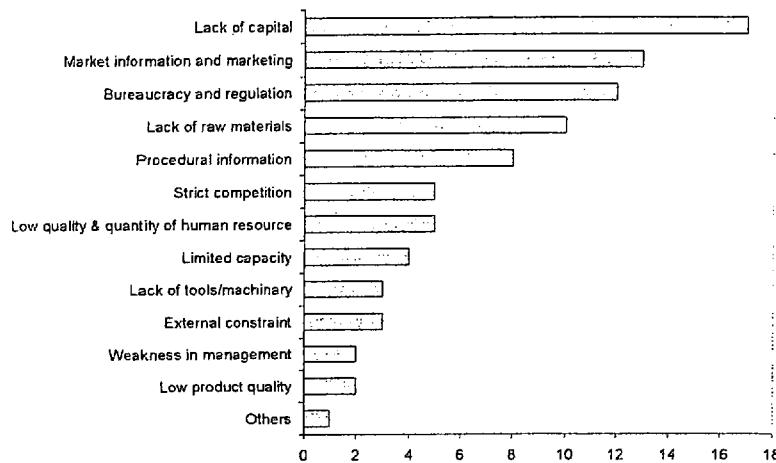
3.1 Issues and Problems to be addressed

During the preparation period of the project, JICA conducted a interview survey for total 80 SMEs in selected regions in order to grasp their needs for export training and promotion services⁵. As

⁵ The survey was conducted by Econit (Indonesian consulting firm) from August to October 2001 at respective candidate places for RETPCs. At each of the cities, twenty SMEs in predetermined sub-sectors were selected for interview. The SME criteria for the survey is as follows: number of employees range from 20 to 100 persons or annual sales up to R. 15 billion.

shown in Table 6, the study revealed major problems being faced by SMEs in order to expand their export.

Table 6 Major Problem for Export Expansion (%)



Source: The Survey by the Local Consultants

These issues can be classified into several categories such as finance, marketing, production, business environment, and human resource development.

No.	Problem Categories	Description
1	Finance	Lack of capital
2	Marketing	Market information and marketing, procedural information,
3	Production	Lack of raw materials, limited capacity, lack of tools/machinery, low product quality
4	Business environment	Bureaucracy and regulation, strict competition, external constraint
5	Human Resource Development	Low quality & quantity of human resource, weakness in management

The main problem pointed out by SMEs is lack of capital. On the SME side, access to capital is limited due to non-bankable collateral and poor management & accounting. On the side of banks and financial institutions, constraining factors are a limited number of loans and loan types and insufficient appraisal skills to evaluate business plans and financial viability of SMEs. Second to the financial issue are market information and marketing. The problems with the market information include availability of information needed, means of getting access to such information, and ways to process and apply the information obtained. The production issue covers various aspects such as lack of raw materials, limited capacity, lack of tools/machinery and low product quality. Problems associated with high delivery costs and research & development are also pointed out. According to the survey results, a lot of SMEs recognize importance of product quality and quantity for expansion of export. Business environment includes regulatory and external economic environment. Drawback system, inefficient tax procedures, and lack of tax incentives are, among others, raised as external constraints. In the area of human resource development, low quality & quantity of human resources and weakness in management are pointed out.

3.2 Institutional Framework for the Sector

(1) SME Sector

A number of SME promotion policies have been implemented in Indonesia by various ministries,

agencies and local governments. Types of assistance to SMEs cover such services as guidance and consultation, leasing of equipment, research and development in the field of production technologies, guidance and consultation, exhibitions, supply of information in the field of marketing, education, guidance and consultation in the field of human resource development, SME finance, credit insurance and credit guarantees, and venture capital in the field of finance. However, as described in Chapter 2.3 (1), it is pointed out that there has been no close coordination among services provided by different agencies.

(2) Export Sector

There is a variety of assistance provided in the fields of marketing, finance, technical, and tax incentives, etc. NAFED provides assistance in the marketing support of non-oil/gas export while IETC provides training in the fields of human resource development. Bank Export Finance (BEI) was established in 1999 to inherit the export finance from BI. However, as is the case with the SME promotion policy, each supporting institution acts separately under no or very little coordination among them.

4. Project Strategy

4.1 Problems to be Tackled in the Project

Among the problems identified during the project preparation period for export promotion of SMEs, which are described in Chapter 3.1, the new project will deal with human resource development through export training and marketing issue through export information and promotion services.

Demand for export training and promotion services is very high. Almost all respondents of the said interview survey answered that they would need the services for export promotion. However, current export training and promotion services are not sufficient with a view to strengthening abilities of SMEs in regions, which plan to start or expand their export business. The obstacles that can be pointed out are, among others, (1) limited availability of services, (2) mismatch of services desired and provided, and (3) insufficient utilization of telecommunication devices.

(1) Limited Availability of Services for Export Promotion

The survey result showed that utilization of export promotion services provided by the government is very low. In Jakarta, export training courses are provided by IETC, and trade information and promotion services are provided by NAFED. However, as they are both located in the capital, most SMEs surveyed do not know the services of IETC and NAFED.

Other than IETC and NAFED in Jakarta, there are service providers in regions for export promotion, such as local MOIT (Dinas Perindag)⁶, Regional Chamber of Commerce and Industries (KADINDAs), business associations, and other private institutions (both university and non-university). Although the number of SMEs in regions that utilize export services of local governments and private institutions are more than those that use services of IETC, there are a number of issues to be reviewed such as matching needs of SMEs, regularity of services, and practical application, etc.

On average, public and private service providers realize that they still have many weaknesses and room for improvement. They are still under-performed as both service providers and SMEs face problems to tackle. Problems of the provider side are found in financing and programming issues, and availability of qualified trainers for services, while SMEs' problem is pointed out in their weak financial capabilities in

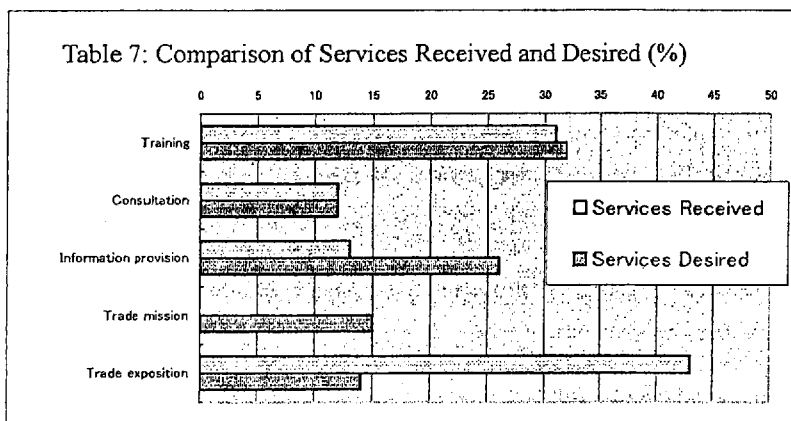
⁶ Dinas Perindag is a regional office of industry and trade under a provincial government. A regional office of MOIT used to be called KANWIL but has been incorporated into the provincial administrative structure under the decentralization program.

utilizing services. A certain institution is needed to provide services for export promotion more comprehensively. Regarding the service provider, some interviewees commented that it would be better to be placed under the private management because bureaucratic interventions existed in the past services provided by public institutions. This comment shows that the services provided so far in the field of export promotion for SMEs were likely to lack flexibility and did not meet the needs of local SMEs.

(2) Mismatch of Services desired and provided

The survey identified a gap between what has been provided and what is desired. This gap is primarily found in services provided by government agencies. Training and/or promotion programs by MOIT were usually organized by the central government and therefore, local governments would just do what has been programmed and designed by the central side. It is not known how far local needs are taken into account at the planning stage of training courses. Both KADINDAs and Disperindag admitted that the existing programs did not meet SMEs' needs as programs were designed by the central government.

Table 7 compares types of services having been received and desired by SMEs. It shows that SMEs desire training and information services while the government often provided trade exposition and training services.

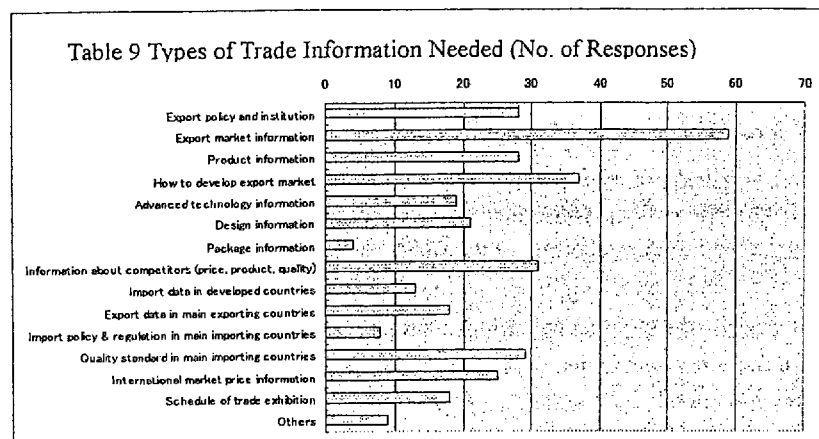
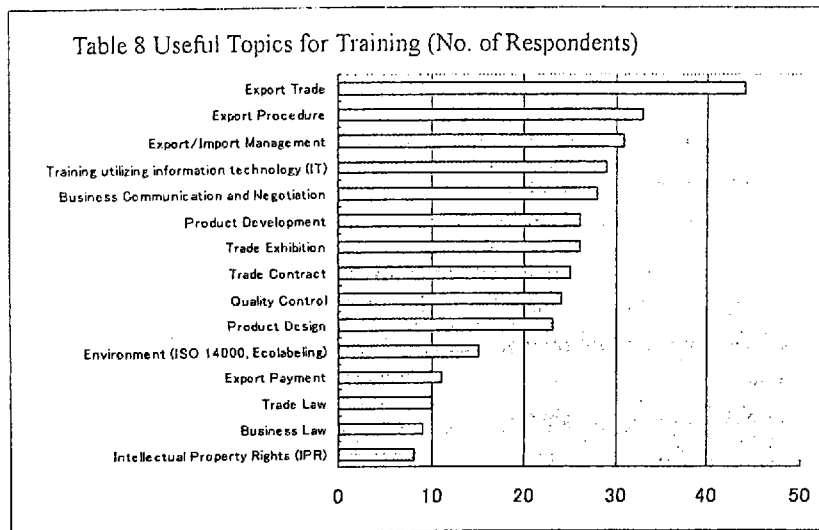


Source: The Survey by the Local Consultants

According to KADINDAs, Dinas Perindag and private provider, SMEs prefer training and information to other services. However, on the other hand, SMEs are not interested in joining programs like seminars and workshops, even if offered free, because SMEs feel no direct benefits from these programs. According to the surveyed SMEs, export promotion services will be more useful if integrated and applied with real activity in the field – such as financial supports, systems and procedures, etc. A local service provider responded that the most important service would be training with more focused materials, for instance, training on product design A or product quality B. This kind of focused training would be more useful to SMEs and more applicable to current conditions of SMEs. Table 8 and 9 show the results of interview for the said 80 SMEs on their needs for training topics and trade information.

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(3) Insufficient Utilization of Telecommunication Devices

Although abundant information is available nowadays through the Internet, most SMEs are yet to fully utilize them due to lack of measures to access it. Almost all 80 SMEs interviewed own and use telephone at least, but only 25 SMEs own and use all of telephone, fax, and computer with Internet access. The Internet is not familiar to the majority of the SMEs. For SMEs that have no Internet connection, it is not common either to use the Internet at Internet shops (*warnet*). Out of the four regions surveyed, SMEs in Surabaya and Makassar are relatively advanced in terms of usage of the information technology but there still exist SMEs that own telephones as an only telecommunication device. Reasons for low utilization of advanced information technology are poor computer skills and underdeveloped telecommunication infrastructures in Indonesia, particularly in regions. In Jakarta, for instance, the ratio of persons per telephone line is 5 persons per line. However, regional data show different pictures with the ratios being 62 persons per line in Sumatera, 51 persons in Kalimantan, and 80 persons in Sulawesi.

4.2 Project Strategy as Counter-measures to tackle Obstacles of SME for Export Promotion

Despite the fact that the government put into practice a number of policy measures for export promotion of SMEs, they are not sufficient enough for SMEs in regions to overcome obstacles in export

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promotion. As discussed so far, problems with the existing policy measures are, among others, less availability of regular services in regions, mismatch of supply and demand of services, less reflection of local needs in programs, problems associated with media to reach SMEs, coordination problems among relevant agencies for promotion measures, etc. Taking these issues into consideration, the new project will deal with human resource development and marketing by increasing availability of export training and promotion services in regions that meet needs of SMEs.

The project aims at establishment and capacity building of model Regional Export Training and Promotion Centers (RETPCs) that provide export training and promotion services to SMEs⁷ in selected regions, which plan to start or expand export businesses. Model RETPCs are to be established in four regions, namely East Java, North Sumatera, South Sulawesi and South Kalimantan in collaboration with the respective provincial governments.

Being located much closer to SMEs in regions, RETPCs will have advantages in grasping local needs, reflecting them in course plans, and delivering services in consideration of availability of appropriate instructors. When preparing certain types of training courses and promotion services at RETPCs, region-specific features will be taken into account. In order to maintain or further increase responsiveness to local needs, special attention will be drawn to increase in the autonomy of RETPCs. With a view to establishing and keeping better coordination among concerned parties, coordination committees will be established in Jakarta and respective regions.

The project goes along with the on-going decentralization drive in Indonesia where local autonomy will be substantially expanded by deconcentrating some of the authorities and functions of the central government to local governments. The project is intended to meet the country's needs to rebuild its economy in which SMEs account for a good proportion of the employment and will play an important role in promoting the regional economy and developing export markets. Increase in foreign exchange earnings through export promotion will help the country reduce the high level of foreign debts.

The project will be built upon accumulated experience and know-how of export training at IETC, which has been gained through a series of past and on-going technical assistance projects from JICA, and accumulated experience and know-how of information and export promotion at NAFED. Standing on the past achievements, the project has been designed in such a way that JICA experts and the Project Team, which has been formed specifically for the implementation of the project by NAFED/IETC, will collaborate each other in the technology transfer to RETPCs. Accordingly, the project will be equipped with the two functions (export training and information/promotion) under one roof, and it is expected to produce synergy effects of the both functions. JICA experts will assist the Project Team in conducting the technology transfer to RETPCs. The project will also take advantage of information technology, and utilizing J-Net⁸ scheduled to start up by March 2002.

⁷ The project will not exclude large enterprises as beneficiaries of the services at RETPCs. However, it is assumed that most of the beneficiaries are likely to fall into the classification of SMEs that are defined in various ways. With regard to the target group of SMEs, the proposal from NAFED/IETC reads as follows: "(1) Small companies who are eager to do export (beginners) and producing traditional products or small companies who are producing supported product to the main industries. (2) Small companies, with the above classifications, who have already exported their products but need to be increased or improved."

⁸ J-net is one of JICA's projects to promote distance training/conference by connecting Satellite Centers to be established in JICA's counterpart countries and Core Centers in Tokyo and Okinawa with hi-speed telecommunication network. IETC is to be one of the Satellite Centers in 2002.



4.3 Features of RETPCs and Types of Services to be provided

RETPCs will provide export training and information/promotion services to SMEs that plan to start or expand export business in the regions. RETPCs will take a form of Technical Service Unit (UPT) with DIKS status⁹ that will enable them to provide technical services and collect service fees from users. Export training courses offered at RETPCs will reflect needs of SMEs in regions and cover a range of subjects such as export marketing strategy, export procedure, how to start export, management of import and export, total quality control, negotiation and sales contract, export financing, and so on. For information and promotion services, RETPCs will provide SMEs with opportunities to obtain information from mini-resource centers and/or through newsletters and the Internet, chances to participate in exhibitions, including virtual exhibitions, and consultation services. Training and information/promotion functions of a RETPC ought to be well coordinated to enhance effectiveness of the services to SMEs, target users of these services. A RETPC is expected to be attractive enough to SMEs as a place for business communications and interactions.

4.4 Selection of Regions to Establish RETPCs

The four regions where model RETPCs will be established under the project have been selected out of six candidates proposed by NAFED/IETC in accordance with the following criteria: (1) needs for RETPCs, (2) firm structure to support RETPCs, (3) financial readiness to operate RETPCs, (4) availability of competent staff, (5) availability of building and facilities for RETPC and (6) IT infrastructure. Applying the criteria, East Java (Surabaya), North Sumatera (Medan), South Sulawesi (Makassar) and South Kalimantan (Banjarmasin) have been selected as sites of model RETPCs under the project. The results of preliminary survey of the four regions, which are the ground for selecting the regions, are as shown in Annex 1.

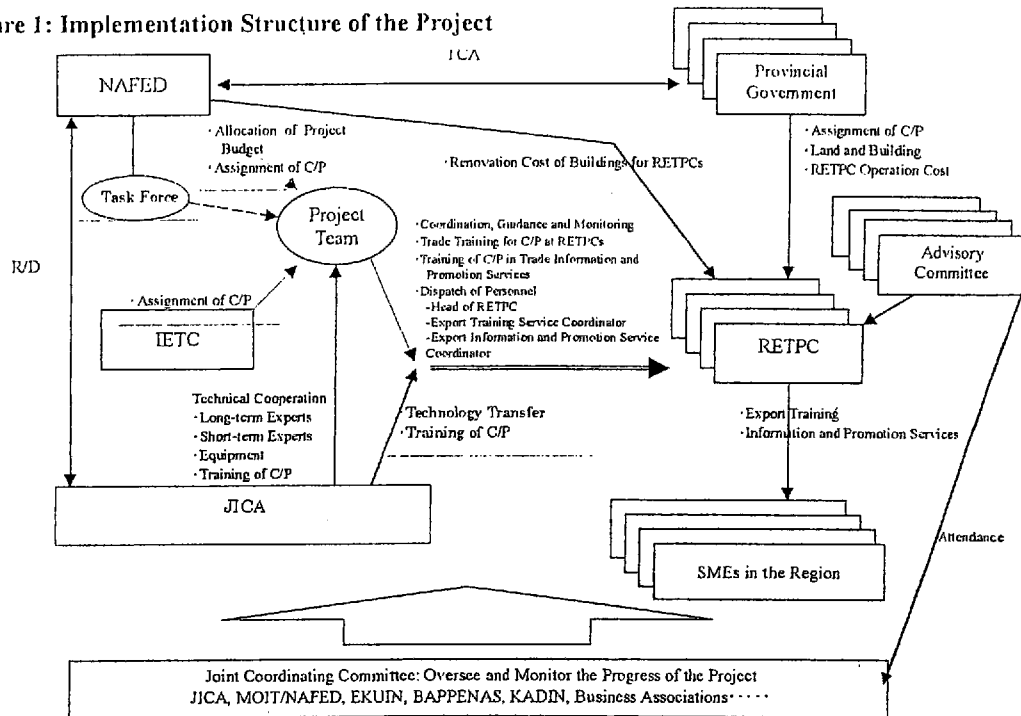
4.5 Implementation Structure

RETPCs will be established as UPT under the respective provincial governments. While provincial governments assign C/P to RETPCs, NAFED and IETC will jointly form a Project Team for the technology transfer of export training and promotion services to C/P of RETPCs. This will be done under the Technical Cooperation Agreement (TCA) to be concluded between NAFED and respective provincial governments. For the purpose of institutionalizing smooth coordinating functions among various stakeholders and receiving constructive advice and recommendations for improvement of the services to SMEs, a Joint Cōordination Committee (JCC) will be formed at the central level while Advisory Committees will be set-up in the respective regions. The figure 1 shows the implementation structure of the project.

⁹ UPT status allows governmental organizations to provide technical services for private sector. DIKS status grants non-tax state earning.



Figure 1: Implementation Structure of the Project



4.6 Counterpart Organizations

The counterpart organizations of the Japanese cooperation in the project are NAFED, IETC, RETPCs.

4.6.1 National Agency for Export Development (NAFED)

(1) Organization

NAFED was established by the Indonesian Government in 1971 as a special service agency of then MOT, now MOIT. Its main duty is to coordinate and carry out the activities to develop the export of non-oil products. NAFED consists of a secretariat, four regional centers and a Center for Export Information Training (CEIT). The four regional centers are Center for Market Development of Asia Regions, Center for Market Development of Africa and Middle East Regions, Center for Market Development of America, Australia and New Zealand Regions, Center for Market Development of Europe Regions¹⁰. NAFED used to have overseas marketing and information offices called Indonesian Trade Promotion Centers (ITPCs). However, due to severe budgetary constraints of the government, NAFED closed all the thirteen (13) ITPCs in 1998. NAFED has already reopened ITPC in Osaka (in November 2000), Dubai and Los Angeles (in December 2001), and plans to open one more ITPC in the near future. (Annex 2 for Organization Chart of MOIT and Annex 3 for Organization Chart of NAFED).

(2) Functions

The functions of NAFED are stipulated in MOIT's degree No.86/MPP/Kep/3/2001 as follows: (i) to prepare the formulation of the Ministry's policy in national export development; (ii) to realize the

¹⁰ NAFED was restructured in 1998 to be a more market-oriented organization. Before restructuring, NAFED was organized in accordance with types of products.

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national export development policy based on the existing regulations and laws; (iii) to formulate standards, norms, guidance, criteria and procedures in national export development; (iv) to give technical advisory and to do evaluation on national export development; (v) to realize the agency administration. As an export promotion agency, the services of NAFED covers export information (information about market possibilities and methods of penetration for Indonesian exporters and information for overseas buyers about the quality and availability of non-oil and gas products in Indonesia), product adaptation (produce products that attract market interest and fulfill market demands), buyer services, and export promotion.

The functions of the regional centers are: (i) to organize and coordinate participation to foreign and domestic trade fairs; (ii) to organize selling missions; (iii) to produce market information for domestic producers and product information for foreign buyers; and (iv) to operate permanent exhibitions. The functions of Center for Export Information and Training (CEIT) are: (i) to process and analyze export data; (ii) to develop and manage information network and trade database; (iii) to organize export information services and public relations; and (iv) to establish a policy on export education and training techniques. A library is managed under CEIT.

(3) Staff

The total number of staff in NAFED is 359 persons as of January 2002, consisting of 143 persons in Secretariat, 39 persons in Market Development Center for Asian Region, 45 persons in Market Development Center for African and Middle East Regions, 42 persons in Market Development Center for American, Australian and New Zealand Regions, 40 persons in Market Development Center for European Region, and 50 persons in Center for Export Information and Training (CEIT).

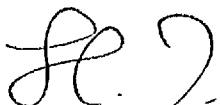
(4) Budget

The budget of NAFED from the fiscal 1999/2000 to the fiscal year 2002 is shown in Annex 4. As NAFED is a governmental organization, it cannot pursue income at present¹¹.

(5) Appropriateness of NAFED as a Counterpart Organization

For the implementation of the project, NAFED will allocate the project budget, including renovations costs of buildings for RETPCs, and assign management and C/P for information and promotion services, to the Project Team. NAFED, being an export promotion agency of non-oil/gas products, it is considered as an appropriate agency for the counterpart organization of the project. It should be, however, pointed out that the JICA's Development Study on Export Promotion identified the main problem of NAFED as lack of strategic marketing approach for promoting Indonesian export products. Although each regional center has similar export products such as textile, garments, furniture, and processed food, there is little systematic approach to develop target products for exportation. In addition, it was found during the project preparation period that the information provided by foreign trade promotion offices (TPOs) such as JETRO had not been effectively shared within NAFED. There is also a room for improvement in the coordination with the industry and trade offices of local governments. Only a limited number of NAFED publications are available to the local offices and communication between NAFED and the regional industry and trade offices seems less effectively conducted. To improve its function, NAFED plans to form a task force to facilitate coordination among regional centers and CEIT in parallel with the commencement

¹¹ NAFED has applied to the government in order to generate non-tax state earnings but is yet to receive approval from MOF.



of the project. It is also designed for the task force, when it is formed, to look into ways to improve communication between NAFED and RETPCs, which need assistance from the regional centers and CEIT of NAFED to inquiries from SMEs and buyers in a timely manner.

4.6.2 Indonesia Export Training Center

(1) Organization

Indonesia Export Training Center (IETC) was established in 1990 with the grant assistance by the Japanese government, and the project-type technical corporation has been extended since 1988.

Since 1998, IETC has been structurally placed directly under the chairman of NAFED to create synergy in non-oil export development program. Among the five centers of NAFED, CEIT is responsible for supervision of IETC. The organization chart of IETC is shown in Annex 5.

(2) Functions

As an implementation body of export training, IETC carries out a variety of training courses such as export import management, export procedure, export marketing, export business communication, management of trade exhibition, quality control of rubber, textile, wood and food products, and so forth. In addition to the training services, IETC organizes product quality consultation in cooperation with a laboratory testing company, and also market consultation service for its alumni to assist them to penetrate into particular markets. It is also operating a resource center where trainees and alumni can refer to trade-related information through books and catalogs.

(3) Staff

The total number of staff in IETC is 101 including non-public servants in 2001. Out of 101, the number of instructors is 18.

(4) Budget

The budget of IETC from 1999 to 2001 is shown in Annex 4. IETC has a status of Technical Service Unit (UPT) and DIKS¹², which allowed it to provide training services and generate its own income. IETC provides training services to SMEs and raises income that can be reallocated within the organization to upgrade its services. The budget composition of IETC since 1993 is shown in Annex 6.

(5) Appropriateness of IETC as a Counterpart Organization

For the implementation of the project, IETC will assign management and C/P for export training services, to the Project Team. In the last 12 years of activities, IETC has trained more than 18,000 participants primarily from SMEs. With such a significant contribution in human resource development, IETC was commended as one of the Center of Excellence (COE) in ASEAN countries¹³. A research showed that the training programs offered by IETC have been considered to be highly applicable to support the business activities of SMEs¹⁴. According to the analysis of the JICA's Development Study on Export

¹² MOF gave DIK status and allowed IETC to collect training fees that can be utilized for implementation of further training activities in 1991.

¹³ The award was by the Working Group on Human Resource Development (HRD) of AEM-MITI (ASEAN Economic Minister and the Minister of International Trade and Industry) Economic and Industrial Cooperation Committee (AMEICC).

¹⁴ In the research conducted by Sentra Konsultama/Sanwa Research (2000), face-to-face and telephone interviews were conducted among 140 respondents who have previously taken training and education programs at IETC in Jakarta, Bogor,

Promotion, the key for IETC's successful expansion mainly rests on the appropriate grasp of exporters' needs at the practical level. With the above outstanding capacities as a training institute, IETC is deemed appropriate as a counterpart organization.

4.6.3 Regional Export Training and Promotion Centers

(1) Organization and Functions of RETPCs

RETPCs will be established under the provincial governments. The regional offices of industry and trade (Dinas Perindag) of the respective provincial governments will be responsible for operation of RETPCs and the operation will be done in cooperation with district level (Kabupaten/Kota), Regional Chamber of Commerce (KADINDA), and NGOs (local non-governmental organizations).

Those responsible for the operation of the RETPCs will be as follows:

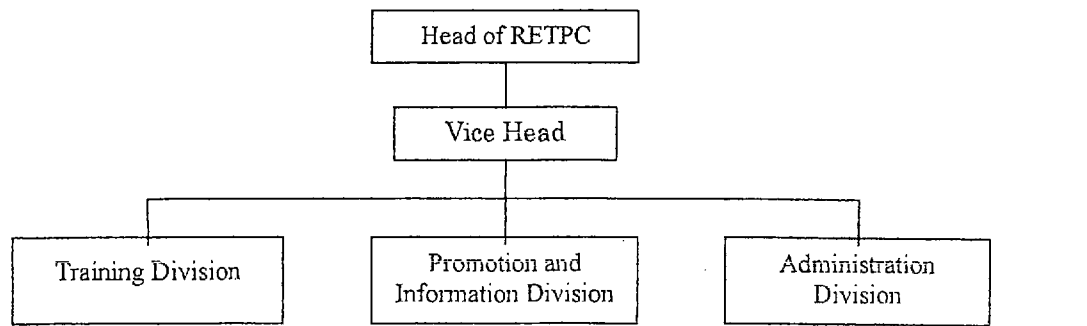
- Surabaya : Head of Regional Office of Industry and Trade (Dinas Perindag)
- Medan : Head of Regional Office of Industry and Trade (Dinas Perindag)
- Makassar : the Secretary General of BKPRS (Agency of Development Cooperation for Sulawesi) and Head of Regional Office of Industry and Trade (Dinas Perindag)
- Banjarmasin : Head of Regional Office of Industry and Trade (Dinas Perindag)

The administrative status of RETPCs will be either a Technical Service Unit (UPT) or a unit to be placed under or merged with the existing UPT. The UPT status allows RETPCs to be an implementing organization of export training and education for SMEs. This form of organization entails advantages in terms of higher degree of autonomy, i.e. its flexibility for operational activities and therefore, business-oriented characteristics. Types of the services at RETPCs will differ, reflecting regional characteristics and conditions. The scope and contents of the cooperation to RETPCs also vary from a region to a region.

During the four-year project implementation period, RETPCs will take a project status, organizationally a temporary form, so that they will not be placed under the permanent structure of the provincial governments. Upon completion of the technology transfer, all the responsibilities of managing and operating RETPCs will be shifted to the provincial governments and RETPCs will be incorporated into the structure of the provincial governments. NAFED and IETC will conduct monitoring functions of RETPCs thereafter.

In accordance with the functions of a RETPC, the organization structure of a RETPC is planned as follows:

Organization Structure of the Regional Export Training and Promotion Center



Tangerang and Bekasi. Majority of respondents (75%) said that they applied what they had learned right after the training, and more than 70% felt medium to large impacts of the application. From those who apply the knowledge, 33% said that they

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(2) Staff

During the project period, officers from the Project Team will be posted as Head of a RETPC, a division head of export training division and a head of export information and promotion division of RETPC. The local governments will fill other positions of RETPCs such as Vice Head, head of administrative division and other staff. Members of the Project Team, through collaboration with JICA experts, will train these C/P appointed by the local governments. Upon completion of the technology transfer, officers from the Project Team are scheduled to leave RETPCs by handing over the management to the C/P at RETPCs.

(3) Budget

The operating budget of a RETPC, including the costs for furnishing, office facilities and consumables, utilities, honorarium for regional staff, local transportation, operation of export training and promotion services, is born by respective provincial governments.

In addition to the status of UPT, it is planned that RETPCs obtain the status of Regional Revenue System¹⁵. The status will allow RETPCs to collect training fees from participants, which can be utilized for further training activities at RETPCs. In the future, it is hoped that these centers will operate, to a greater extent, under the self-financing scheme and will become a self-reliant center. In case of the East Java Province, Dinas Perindag plans to make use of a UPT status of the existing unit, which also has the status of Regional Revenue System, for the RETPC.

(4) Appropriateness of RETPCs as a Counterpart Organization

Dinas Perindag of provincial governments are to be responsible for coordinating the SME promotion policy of local autonomous bodies within the respective provinces. They also act as a counterpart organization to the central government. As RETPCs are to be established under Dinas Perindag, it is appropriate to consider RETPCs as counterpart organizations.

However, the cooperation to the above four regions will be subject to the commitment of provincial governments especially in terms of their readiness to bear financial burden to establish and run RETPCs. There could be possibilities that some candidate RETPCs will not be established if they no longer meet criteria set earlier. To confirm the appropriateness of each region to be the place for establishing RETPC, periodical monitoring should be implemented jointly by Japanese side and the C/P in the Project Team. The details regarding the monitoring will be described in chapter 7.1 below.

4.7 Institutional Arrangements

(1) Relations between the Project Team and Provincial Governments regarding Capacity Building of RETPCs

The Chairman of NAFED and governors of each province will sign a TCA on the cooperative operation of RETPC. Under the TCA, roles and responsibilities between NAFED and respective provincial governments will be defined in terms of the technology transfer and activities, assignment of personnel,

felt improvement in export values.

¹⁵ The function of Regional Revenue System is the same as that of DIKS, but DIKS status is given to central governmental organizations, whereas the status of Regional Revenue System allows local government organizations to earn non-tax state revenue.



equipment and facilities, and budgets. In accordance with the TCA, the Project Team will cooperate with the provincial governments to establish and build capacity of RETPCs. TCA to be signed by Chairman of NAFED and Governor of East Java Province is attached as Annex 7.

(2) Formation of a Joint Coordinating Committee and Advisory Committees

Under the project, a Joint Coordinating Committee (JCC) will be organized in Jakarta in order to oversee the operation and management of the Project. Whereas, Advisory Committees will be formed in respective regions to receive advice and recommendations on the activities of RETPCs. The JCC in Jakarta will consist of JICA, MOIT/NAFED, EKUIN, BAPPENAS, KADIN, business associations, etc. The Advisory Committees will be composed of relevant government agencies and private organization in respective regions such as local governments, KADINDA, business associations and export cooperatives.

JCC and Advisory Committees will be held once or twice a year and whenever necessity arises. The linkage between JCC and Advisory Committees will be ensured by inviting the representatives of Advisory Committees in respective regions to JCC. The functions of JCC and Advisory Committees are: (i) to settle on the detailed plan of operations in the project, (ii) to coordinate necessary actions to be taken by the parties involved in the project, (iii) to review the overall progress of project operation as well as the achievements, and (iv) to exchange views on major issues arising from or in connection with the project. While JCC is to cover the issues regarding the project comprehensively, Advisory Committees are to rather focus on the matters in respective RETPCs.

(3) Communication between the Project Team and RETPCs

The communication between the Project Team and RETPCs will be done in the following ways: (i) monthly activity reports; (ii) yearly joint managers' meetings; (iii) joint managers' meetings, if available, by teleconference whenever necessary; (iv) correspondence by mail, fax, e-mail, and/or group discussion through NAFED's web-site; (v) telephone; and (vi) periodical visits for evaluation to be held once a month for the first six months and once in every two months for rest of the period.

4.8 Duration of Project Implementation Period

The duration of the project cooperation period by JICA will be four years from July 2002 to June 2006. Establishment of four RETPCs will be staggered over the four-year period. As this is the first pilot case to establish a RETPC, tremendous efforts will be required for the initial start-up of the operation, particularly internal arrangements to team up C/P, who are coming from different organizations, for provision of the service at a RETPC. Therefore, it is planned to establish only one RETPC in the first year of the project period. This learning-by-doing approach in the first year is expected to produce a first model case to be replicated into operations in the following year. Based on the first year's experiences, it is planned to establish two RETPCs in the second year and one RETPC in the third year. The reason to set up only two RETPCs instead of all the rest of three RETPCs in the second year is financial and human resource constraints faced by the project. Establishment of two RETPCs in one year is deemed the maximum number affordable to the Project Team. In accordance with readiness for establishment on the Indonesian side, four RETPCs will be established in the following order: Surabaya in the first year, Medan and Makassar in the second year, Banjarmasin in the third year.



4.9 Availability of Necessary Human Resources

All the C/P on the IETC side and most of C/P on the NAFED side for the Project Team have been selected as of January 2002. For management of RETPCs, the Project Team plans to dispatch three personnel to each RETPC while each provincial government plans to select C/P in accordance with requirements set by the Project Team, in close consultation with a head of a RETPC. The qualified personnel to be dispatched to RETPCs will be trained in managing training courses or providing information and promotion services by the Project Team.

As course instructors at RETPCs need to be recruited from outside RETPCs, it is important to search for qualified instructors locally in respective regions and maintain a pool of instructors in various sectors depending upon training needs. At the initial stage, it may be hard to identify and mobilize such experts in accordance with training needs and schedules and therefore, the Project Team may have to send them from Jakarta. However, as RETPCs repeatedly conduct the training courses and undertake strict screening on qualities of course instructors, it is expected that a RETPC is able to attract qualified personnel and regularly update a list of instructors¹⁶.

4.10 Special Consideration

(1) Autonomy of RETPCs

In order to provide SMEs with better services, it is important to grant a greater extent of autonomy to management of RETPCs because they are in a better position to grasp needs of service users and therefore, design their activities to match their needs. This is particularly applied to the autonomy on the financial and personnel issues.

(2) Importance of Coordination Activities

As many organizations are involved in the implementation of the project, it is important for the Project Team and management of RETPCs to coordinate various activities with other organizations.

(3) Information Disclosure and Transparent Operation

Since the project will be implemented under the scheme of Japan's ODA, it is required for all the parties involved in the project to operate it with transparency and accountability sufficient to respond the voices of Japanese tax-payers calling for information disclosure.

5. Project Design

5.1 Overall Goal

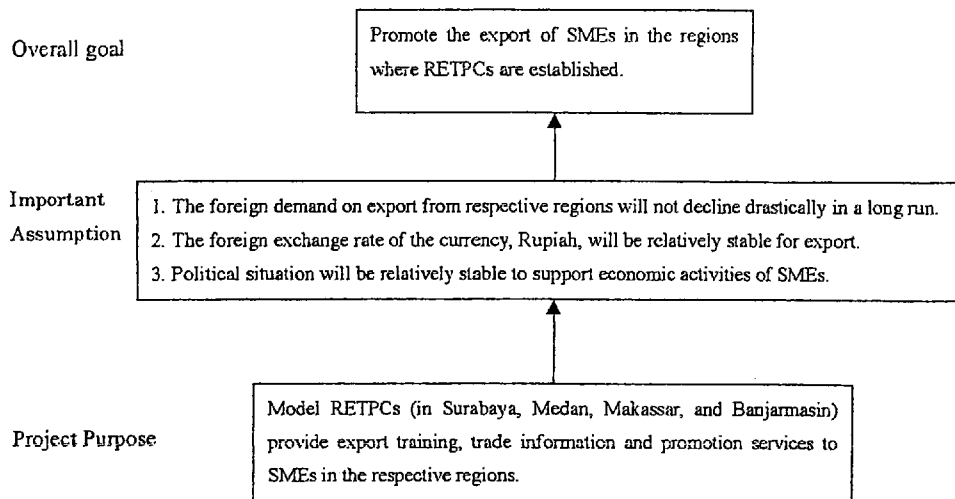
The overall goal of the project is to promote export of SMEs that plan to export or expand export business in the regions where RETPCs are to be established. The extent to which the overall goal has been achieved will be measured by a number of indicators such as yearly development of export share against annual sales, export value from the regions where a RETPC has been established, level of personnel as

¹⁶ In the past when IETC organized training courses in regions and had to find instructors locally, IETC relied on Dinas Perindag to recruit them. Therefore, the quality of instructors was not always guaranteed. One of the advantages of having a RETPC is that the RETPC itself can identify qualified instructors who can be suitable to conduct training courses on particular subjects. In order to find such instructors, screening know-how of instructors will be transferred from IETC to RETPCs. In Jakarta, with a view to recruiting qualified instructors, IETC has introduced an appraisal committee. In front of the committee, candidate instructors have to demonstrate their classroom teaching. Teaching materials are also subject to evaluation. Evaluation records of participants in training courses are used for monitoring the abilities of instructors.



exporters/traders that have utilized the services at RETPCs and number of successful enterprises, and number of SMEs that have applied what they learned at RETPCs to real business activities. As the implementation period of the project is relatively short (i.e. four years), continuous efforts will be required on the Indonesian side after the completion of the project in order to achieve this overall goal.

Figure 2: Image to achieve Overall Goal



A definition of "important assumptions" is conditions required to achieve the overall goal once the project purpose is achieved but that exist outside the control of the project. Important assumptions to achieve the overall goal under the project are related to factors that may negatively affect production level of existing SMEs. They are (1) foreign demand on export from respective provinces will not decline drastically in a long run; (2) foreign exchange rate of the currency, Rupiah, will be relatively stable; and (3) political situation will be relatively stable to support economic activities of SMEs. It is difficult to set quantitative benchmarks for important assumption that show the boundaries within which the conditions required to achieve the overall goal are met.

5.2 Project Purpose, Outputs and Activities

5.2.1. Project Purpose

The purpose of the project is to establish model RETPCs and build the capacity of the centers so as to provide export training and promotion services (trade information and promotion) to SMEs in Surabaya, Medan, Makassar and Banjarmasin. By the time of the project completion, the following number of SMEs and/or participants from SMEs are expected to attend the training programs and use various resources available at RETPCs.

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	Surabaya (in 4 years)	Medan (in 3 years)	Makassar (in 3 years)	Banjarmasin (in 2 years)
Training Services				
Participants for export training courses during the project period	2600	1500	600	300
No. of SMEs sending participants more than one time	At least 15% of SMEs that have sent their staff to RETPCs for training utilizes RETPCs once again for the training purpose.			
Trade Information				
No. of SMEs using information resources at RETPCs	An annual total of 1,200 SMEs (750 SMEs in case of Banjarmasin) utilize information resources (such as a mini-resource center) at a RETPC			
No. of SMEs making access to the HP of NAFED	120 users make access to the homepage of NAFED on a daily basis.			
No. of clients for membership fees	50% of the alumni will be the target by the end of the project if DIKS status is granted			
Trade Promotion				
No. of SMEs that participated in virtual exhibitions	150 SMEs/6 months participate in virtual exhibitions.			
No. of SMEs participating in trade fairs, etc.	50 SMEs/6 months on average participate in permanent exhibitions at RETPCs.			

It is also expected that each RETPC will generate the following percentage of self-generating revenue against the total revenue by providing services to SMEs at the end of the project.

	Surabaya	Medan	Makassar	Banjarmasin
Share of self-generated revenue of RETPC against the total revenue	15%	10%	10%	5%

It is important to understand that particularly at the initial stage of operation, those responsible for the operation and management of RETPCs should not take the above measurable indicators as target figures per se to be achieved in a short run. At the start-up stage of the project, it is rather important for C/P at the Project Team and RETPCs, coming from different organizations, to team up for better services to SMEs rather than to feel constrained by figures. Although it takes time for the C/P to team up for the initial operation, this will lead to improvement of services to SMEs from a long-term perspective. These figures could be revised to reflect prevailing situations as the project proceeds and should be used to share common understandings toward the project among different parties.

5.2.2. Outputs and Activities

Outputs are objectives to be realized by the project in order to achieve the project purpose. Activities are specific actions intended to produce the outputs of the project through effective use of the inputs described in the section to follow. The following show the outputs and details of activities at each RETPC (Annex 8 for Project Design Matrix and Annex 9 for Plan of Operations).

Output 1: Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team NAFED, IETC, and the provincial governments at the initial stage, and the Project Team and RETPCs, once established, will undertake the following activities:

- 1-1. Organize a Project Team, assign C/P from NAFED and IETC, and allocate the budgets for the project.

- 1-2. Set-up RETPCs in Surabaya, Medan, Makassar and Banjarmasin.
- 1-3. Build up a close communication channel for the smooth implementation of the project.
- 1-4. Prepare medium-and short-term management and operation plans for RETPCs, assign C/P and receive allocation of budgets for operating costs of RETPCs in accordance with the plans.
- 1-5. Carry out public relations of the project.
- 1-6. Review management and operation of RETPCs periodically and feedback review results for improvement of the export training and information/ promotion services to SMEs.

Output 2: C/P at RETPCs are skilled in managing export training services

Through the first and second phase technical cooperation projects, the skills on the training cycle from the course planning to monitoring and evaluation, has been transferred to IETC. Under the new project, IETC is expected to play a key role in conducting the technology transfer in export training to RETPCs. Technology transfer for managing training courses to C/P at RETPCs will be conducted by taking the following steps:

- 2-1. Transfer a set of skills and know-how for planning and management of training courses to C/P at RETPCs
- 2-2. Conduct training needs survey and its analysis in respective regions
- 2-3. Train C/P at RETPCs in planning and managing training courses based on results of the local needs analysis.
- 2-4. Make adjustment on existing educational contents to be used for training courses at RETPCs, based on the results of local needs survey in respective regions.
- 2-5. Train C/P at RETPCs for implementation of training courses.

Output 3: C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for export training services.

At RETPCs, the distance training courses (TV conference on a trial basis for the RETPC in Surabaya and off-line training using CD-ROM) will be offered by making use of the educational contents developed at IETC in the past. Technology required for the distance learning program will be transferred by Japanese experts under the project.

- 3-1. Install IT equipment and facilities at RETPCs and IETC for training services.
- 3-2. Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.
- 3-3. Train C/P of the Project Team for implementation plan of training services.
- 3-4. Train C/P of RETPCs and the Project Team for basic techniques to develop and prepare educational contents for training services.
- 3-5. Assist C/P of RETPC and the Project Team in conducting training services as an on-the-job training (OJT).

Output 4: C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).

Based on the accumulated experience and know-how, NAFED is expected to play a key role in conducting

the technology transfer in trade information and promotion services to RETPCs.

- 4-1. Install equipment and supplies necessary to the provision of trade information and promotion services at RETPCs and IETC.
- 4-2. Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment.
- 4-3. Give advice to C/P of RETPCs and the Project Team on provision of trade information and promotion.
- 4-4. Train C/P of RETPCs and the Project Team for identification of needs of SMEs in the trade information and promotion.
- 4-5. Train C/P of RETPCs and the Project Team for provision of trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information) in accordance with the needs of SMEs.

Output 5: C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services (such as virtual exhibition and business matching on the web site).

The following activities are related to trade information and promotion services by means of IT.

- 5-1. Install IT equipment and facilities at RETPCs and IETC for trade information and promotion services.
- 5-2. Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.
- 5-3. Train C/P of the Project Team in preparing implementing plans for trade information and promotion services.
- 5-4. Train C/P of RETPCs and the Project Team in basic techniques for trade information and promotion services (including processing and dissemination of information).
- 5-5. Train C/P of the Project Team for management and utilization of IT and network applications in the area of trade promotion (virtual exhibition)
- 5-6. Assist C/P of RETPCs and the Project Team in conducting trade information and promotion services as an on-the-job training.

Output 4 and 5 are to respond SMEs' strong desire to obtain information on overseas markets and products. Since the problem is not that market information does not exist but that a lot of SMEs do not have easy access to the information, RETPCs will be set-up in such a way that SMEs can find it easier to get access to the market information. For the purpose of increasing accessibility of SMEs to various information resources, PCs, books, magazines and catalogs will be supplied at RETPCs so as for SMEs to make use of these resources. In addition, the function of NAFED as a provider of the market information will be strengthened to support RETPCs' quality information and promotion services. The Japanese side will extend its cooperation in the following ways: (1) to prepare the environment of RETPCs where SMEs can have access to market information; (2) to support the application of IT for trade information/promotion services by reinforcing the web-site of NAFED; and (3) to dispatch Japanese experts for the purpose of introducing Japan's experience in market information/promotion services in order to support the upgrading of CEIT's activities for the commencement of the services at RETPCs and assist the services at RETPCs.

In addition to the cooperation mentioned above, there will be a possibility to dispatch silver

experts to the regions where RETPCs are to be established for the purpose of SME consultation if there is any need in the regions. The services of silver experts will not form a component of the project but coordination with the project will be made in order to enhance effects of the project in export promotion of SMEs.

Output 6: C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.

The project is to establish model RETPCs to replicate into other regions in the future. Through establishment of four model RETPCs under the project, it is expected that experience and know-how of setting-up a RETPC will be accumulated. The following steps will be taken to model establishment of a RETPC:

- 6-1. Record and document all relevant procedures for establishment of a RETPC as the project proceeds.
- 6-2. Classify procedures into general (or common) and special procedures in the light of replication to other regions.
- 6-3. Prepare manuals or checklists for replication of capacity building of RETPCs in other regions.
- 6-4. Train C/P at the Project Team for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria.
- 6-5. Train C/P at the Project Team for preparing plans for technology transfer towards RETPCs.

5.3 Inputs from the Japanese Side (Schedule of input is as shown in Annex 10)

5.3.1. Expert

Three long-term experts (Chief Advisor, Project Coordinator, and an expert on Marketing for Export Promotion) will be stationed in Jakarta. The terms of reference for the long-term experts are as shown in Annex 11. In the fields of trade information, trade promotion, and application of information technology to the services of RETPCs including export training, Japanese experts will be assigned on a short-term basis, depending on specific needs of the regions and RETPCs. The following fields, for example, will be covered by short-term experts: (1) advise on web-site; (2) advise on database; (3) special training program in the regions; (4) management of mini-resource center; (5) catalog making; (6) exhibition techniques; (7) publication for export promotion; and so forth.

5.3.2. Counterpart Training

Training of C/P at RETPCs will be carried out inside Indonesia, in principle, in the form of group training in Jakarta and technology transfer in regions by managers of RETPCs to be dispatched from the Project Team. The C/P training in Japan will be implemented only for the new techniques that have not been dealt with in the preceding phase 1 and 2 projects after thorough examination of its necessity. C/P at RETPCs will be also eligible for the C/P training in Japan. The number of C/P to be sent to Japan for the training will be from zero to three persons per year in principle.

5.3.3. Equipment

To the extent possible, the project will utilize the equipment to be installed at IETC under the J-net project of JICA. Therefore, the minimum scale of equipment will be installed at IETC, which is necessary for producing digital contents for export training in RETPCs and providing on-line trade information/promotion services, such as servers and computers (Annex 12-1 for Tentative List of Equipment to be Provided by the Japanese side in Jakarta).

At RETPCs, JICA will provide equipment necessary for fulfilling their missions as export training and information/promotion centers, such as computers to be used for training and retrieval of on-line information, and relevant books in the fields of trade except for periodicals. JICA's purchase of books is a complement to what NAFED plans to prepare, as it is important for NAFED to continuously renew/update books to meet demand on the rapidly changing information in the trade sector (Annex 12-2 for List of Equipment to be Provided by the Japanese side in RETPC in East Java Province). The equipment items and their numbers will be decided in accordance with the scale of respective RETPCs, thus the equipment for Medan, Makassar, and Banjarmasin will be determined in 2003 and 2004 respectively.

As for the equipment for distance learning, the equipment for the TV conference system will be introduced on a rental basis in the first year of the operation at RETPC in Surabaya. The telecommunication costs for using TV conference system will be born by the Indonesian side. As for the rental charge, if it is too high to be born by the Indonesian side, the Japanese side will bear instead. Based on the result of the trial use, the decision will be made on whether to purchase the equipment or not.

The equipment to be installed at RETPCs will belong to NAFED during the project implementation period and will be transferred to the respective provincial governments upon termination of the project on condition that a prior notification of the ownership transfer is made to Resident Representative of JICA Indonesia Office.

5.4 Inputs from the Indonesian Side (Schedule of input is as shown in Annex 10)

5.4.1 Assignment of C/P

For the purpose of implementing the project, NAFED and IETC will jointly organize a Project Team. The functions of the Project Team and responsibilities of members are shown in Annex 13. The composition of the Project Team is as follows:

- Project Director: Chairman of NAFED
- Vice Project Director: Secretary of NAFED
- Project Manager: Director of CEIT
- Vice Project Manager: Director of IETC
- C/P: NAFED and IETC officers
- Administrative staff: NAFED and IETC staff

NAFED and IETC plan to assign 17 C/P and 18 C/P respectively to the Project Team aside from project management and administrative staff (Annex 14-1 and 14-2 for List of C/P from NAFED and IETC). Under the project, the C/P of the Project Team will conduct technology transfer in training and promotion services to C/P at RETPCs. The main operating room for the Project Team will be prepared

inside IETC building and some C/P from CEIT of NAFED will be stationed in the room while the others will remain in the building of NAFED. For coordinating the C/P from NAFED and IETC, weekly joint meeting will be held, and one coordinator appointed by NAFED and one coordinator appointed by IETC will facilitate the communication between the two organizations.

Each of the provincial governments will be responsible for recruitment of local staff for C/P at RETPCs. The qualification for RETPC staff prepared by NAFED and IETC is as shown in Annex 15, and the list of C/P in East Java RETPC is attached as Annex 16.

5.4.2 Buildings, Budget, Facilities and Equipment

In implementing the project, NAFED/IETC and provincial governments will share costs to be born by the Indonesian side. The provincial government is responsible for providing office buildings and all the operating costs of a RETPC while NAFED are responsible for the project costs to be incurred in Jakarta, renovation cost of buildings for RETPCs and additional allowances of dispatched personnel of NAFED/IETC in regions, including traveling expenses to/from the regions. The following table is a summary of the cost-sharing framework for the project. The estimated project budgets of the Indonesian side are in annexes (Annex 17-1 for Project Counterpart Budget of NAFED and IETC, Annex 17-2 for Counterpart Budget for RETPC in Surabaya of East Java Provincial Government).

Organization	Items	Detail
NAFED in Jakarta	Land, Building	Land and project office at IETC
	Budget	Renovation cost and additional allowances of dispatched personnel in regions, including traveling expenses to/from the Regions
Provincial governments in Surabaya, Medan, Makassar, Banjarmasin	Land, Building, Facilities	Land and office building for RETPCs, office equipment including furniture/telephone/fax machine/other office supplies at the RETPCs.
	Operational Budget	Annual operation budget for RETPCs, including operation and maintenance of building, training and trade information/promotion facilities (costs for stationary, computer maintenance/network, local transportation, meeting, exhibition, maintenance/cleaning service, installation of telephone lines, telephone utility, electricity and water, honorarium for local staff, and so forth)

5.5 Important Assumption and Risk Analysis

Annual operating costs of the RETPCs, including maintenance of building and facilities, will be born by the provincial governments. Therefore, successful and sustainable operation of RETPCs will fairly depend upon the extent to which provincial governments are willing to continuously extend their supports to the project. To have constant supports from provincial governments, on one hand, promotion of export from SMEs needs to be ranked high on a priority list of the development policy of the provinces. SMEs' willingness to start or continue their export businesses may be adversely affected by weak external demands on export commodities from provinces and/or unstable foreign exchange rate. Unstable political environment will be another obstacle for SMEs to continue to grow. On the other hand, the stagnation of the provincial economy may decrease the expected amount of tax revenues and others. This may let local governments slash operating budgets for RETPCs to a certain extent. Another risks are on the side of C/P at NAFED/IETC and RETPCs. It is importance to continuously provide C/P with incentives so as to assure quality services at RETPCs. Resignation of trained C/P at the Project Team and RETPCs will be a great loss to the project.

5.6 Prior Requirements and Pre-conditions

The Technical Cooperation Agreement (TCA) will be concluded between NAFED and respective provincial governments. The TCA delineates responsibilities of NAFED and provincial governments in executing the project. The TCA should be designed in such a way that it will increase the autonomy of RETPC in providing SMEs with high-standard services. The conclusion of the TCA and its enforcement, which satisfies JICA's conditions for extending its cooperation, is a prior requirement for the commencement of the project.

6. Overall Justification for Implementation of the Project

6.1 Impact

6.1.1 Impact on the Policy Aspect

The Indonesian government places a priority on SME development in order to promote private-sector-led growth, generate employment, reduce inequity of incomes, and undertake structural changes of the economy. Export development, in particular non-oil/gas goods and services exports, is being pursued to support the economic recovery program and to increase foreign reserves. Whereas, the project is expected to promote export of SMEs by providing them with export training and information/promotion services. Being in line with the policy directions, the project is designed to back up the government in achieving the policy objectives.

6.1.2 Impact on the Institutional Aspect

(1) Human Resource Development of Local Government

In Indonesia, major administrative and fiscal reforms are to be implemented as part of the decentralization program. The local autonomy is expected to be expanded and the authority of local governments over spending to be extended. The project aims to establish model RETPCs under the selected provincial governments and transfer technology from NAFED/IETC to RETPCs. As the project is intended to develop human resources of the local governments, it is in line with the direction set under the decentralization program.

(2) Integration of Export Training and Information/Promotion Services for SMEs

NAFED is a special service agency to coordinate and carry out the activities to develop the export of non-oil products while IETC is an implementing body of export training under NAFED. As target beneficiaries are the same, i.e. SMEs, activities of these two organizations should be well coordinated each other to bring about synergy effects in Jakarta. On the other hand, both training and information/promotion functions are instituted under one roof at RETPCs and there are great opportunities to offer integrated services to SMEs in the regions. If the project is successfully carried out, provision of the integrated services in the regions may provide NAFED with a good lesson to learn for the future activities of NAFED.

6.1.3 Impact on the Socio-economic Aspect

The target beneficiaries are SMEs that plan to start or expand export business in the regions. Having utilized integrated services of training and information/promotion at RETPCs, it is expected that SMEs will export more of their products, leading to increase in sales, foreign exchange earnings, and vitalization of regional economy. As SMEs are often considered to be more labor-intensive, the growth of

export may contribute to creation of employment opportunities.

6.1.4 Impact on the Technical Aspect

The C/P to be assigned by NAFED, IETC and the provincial governments will receive technology transfer from Japanese experts in the fields of management of export training in regions including distance learning technology and the operation of trade information/promotion services. The technologies transferred to the C/P will further benefit local SMEs through activities at RETPCs.

6.2 Effectiveness

6.2.1 Justification of the Level of the Project Target to be achieved

The numerical target of this project has been set as described in Chapter 5.2 based on the results of discussions with C/P from NAFED and IETC considering the estimated potential needs for RETPCs and the capacity of C/P to manage the services. As for the potential needs for RETPCs, the number of companies and export value in each region were taken into consideration. Table 10 shows the number of large and medium manufacturing companies and their employees as well as estimated number of exporters in the four regions.

Table 10: Number of Large and Medium Establishments and Persons Engaged
(in the Large and Medium Manufacturing Sector)

Provinces	Number of Establishments (Establishments) (a)*	Number of Persons Engaged (Persons)*	Estimate (a) x 20% (Persons) (b)	Number of Exporters** (c)
East Java (1997)	5,304	847,627	1,061	approx. 2700
North Sumatra (1997)	1,088	174,120	217	615
South Sulawesi (1997)	345	36,073	69	approx. 400
South Kalimantan (1998)	134	48,506	27	283
Total	6,871	1,106,326	1,374	

Source: * Large and Medium Manufacturing Statistics in Provinces, Provincial BPS

**Number in South Kalimantan: from BAPPEDA, Numbers in the rest provinces: from Dinas Perindag

Assuming that 20 % (estimated percentage of exporting companies) of the companies send one participant to a training course at RETPCs, the figures will be the ones in column (b) of Table 10. Since the statistics of SMEs and non-manufacturing companies were not available, their numbers of establishments and employees are not counted, but there would be much more needs among them. Actually, the reported number of exporters in column (c), though they are not based on formal statistic data, is more than the estimated numbers in column (b).

The export values and commodities of each region are shown in Annex 18. In South Sulawesi and South Kalimantan, export values are much lower than those in other two regions. Their shares in the respective regions are, however, quite high: 30% of total export from 4 provinces in Sulawesi Island (South Sulawesi, North Sulawesi, Central Sulawesi and Southeast Sulawesi) is from South Sulawesi Province, and 62% of total export from 4 provinces in Kalimantan Island (South Kalimantan, West Kalimantan, Central Kalimantan, and East Kalimantan) is from South Kalimantan Province.

The scale of the investment at RETPCs in Medan, Makassar, and Banjarmasin need to be studied and adjusted in accordance with the level of business activities in the regions, based on the company data in respective regions and lessons to be learned through establishment of the first model RETPC in Surabaya. However, NAFED and IETC tentatively estimate the capacities of respective RETPCs based on the past

41.

record of the performance of themselves. For example, IETC estimates that total 5,000 participants will take part in the training courses in the 4 RETPCs during the project period based on its experience of obtaining more than 18,000 in the last 12 years. NAFED estimates about 1200 companies (750 companies in Banjarmasin) will utilize the trade information services in each RETPC per year.

In this way, the numerical targets set for RETPCs are deemed to be appropriate from the viewpoint of potential needs and capacity of RETPCs. However, it might be necessary for the Project Team to revise the targets based on the results of periodical monitoring to be conducted after the commencement of the project.

6.3 Efficiency

6.3.1 Efficiency in terms of Realization of Effectiveness

The project will be built upon the proceeding phases of JICA's project-type technical cooperation in the last decade. It is intended to make full use of the existing capacities and expertise of NAFED and IETC, which have been gained and accumulated with its own efforts as well as JICA's technical cooperation projects in the past. Therefore, types and volumes of inputs that both Japanese and Indonesian sides put into the project are considered to be minimum but appropriate ones.

Provision of training and promotion services in regions instead of Jakarta will lower overall expenses to be born by SMEs located in regions, including transportation costs. This is likely to increase the attendance of SMEs for training courses offered at REPTCs and the utilization rate of various resources at RETPCs.

6.4 Relevance

6.4.1 Justification for Assistance from JICA

The project will be developed on the past and on-going assistance toward IETC from JICA. JICA, therefore, is in a better position to apply its expertise nurtured through the implementation of the proceeding projects. In addition, the new project will be in line with a policy recommendation for SME promotion in Indonesia made by Dr. Urata, JICA's senior advisor. The policy recommendation emphasizes promotion of viable SME, that is, SMEs with potential to be active players in the market. To promote export of products by SMEs, the recommendation refer to, among others, assistance for marketing and provision of information on overseas market for local SMEs.

6.4.2 Relevance in terms of the Needs of the Country

It is expected to meet the country's needs to rebuild its economy in which SMEs account for a large proportion of the employment and will play an important role in promoting the regional economy and developing export markets, leading to increase in foreign exchange earnings.

6.5. Sustainability

6.5.1. Organizational Capacity

During the project implementation period, RETPCs will be operated as a temporary organization but after completion of the project, it is to be incorporated into the permanent structure under the provincial governments. Responsibilities for operating RETPCs will be transferred from NAFED to the provincial governments thereafter. The project is expected to run in a sustainable manner after the completion.



6.5.2. Financial Conditions

NAFED and the respective provincial governments will allocate the budget for implementing the project. After completion of the project and incorporation into the permanent structure under the provincial governments, RETPCs are entitled to routine budgets.

Revenues from training and information/promotion services at RETPCs will be managed by the RETPC under supervision of Dinas Perindag in case of the East Java Province. RETPCs, if DIKS status is granted to or already exists, will be able to generate income for their activities as supplement to the routine budget. As far as self-generating revenue is concerned, the head of the RETPC in case of Surabaya will have the authority to allocate.

Thus financial sustainability depends largely on the policy of the provincial governments toward the project and the budgetary conditions, and to some extent, on the abilities of RETPCs to increase self-generating revenue.

6.6 Overall Evaluation of the Project

As described above, the project design is judged to be appropriate in terms of efficiency and relevance. Evaluation with regard to effectiveness and impact will depend on regions. The RETPC in Surabaya is likely to attract a good number of participants for training and promotion services as estimated by IETC. To a lesser extent, the RETPC in Medan will attract participants but due to limited availability of company data during the project preparation period, it is not certain if it reaches the target set by IETC. In case of Makassar and Banjarmasin, the export shares are much lower than those in other regions and the export is concentrated on some commodities. However, considering the regional balance in terms of the availability of export training and promotion services, there is a sense to establish RETPC in each of these regions. To make the project successful, the scale of the investment for RETPCs in Medan, Makassar, and Banjarmasin needs to be reviewed and adjusted respectively in accordance with the level of business activities before the cooperation starts in the respective regions in the second and the third year. As for the sustainability, it is important for RETPCs to provide quality services that meet needs of SMEs in regions. Appreciation of the services by SMEs will justify continuous supports from the provincial governments to RETPCs and attract more users of the services. For this purpose, it is important to increase autonomy of RETPCs.

7. Monitoring and Evaluation

7.1 Monitoring

During the project implementation period, it is required for the Project Team to monitor every six months the implementation of the project and revise project design, plan of operations, and target figures in accordance with the results, when necessary. The results of the monitoring will be reported to JCC and Advisory Committees as well as JICA in order to receive advice and recommendations on the operation and management of the project.

7.2 Evaluation

The project will be evaluated in accordance with the five basic evaluation components: impact, effectiveness, efficiency, relevance and sustainability. After commencement of the project, the mid-term evaluation and final evaluation will be conducted jointly by the Indonesian and Japanese sides.



LIST OF ANNEX

- Annex 1 6 Criteria for Selecting the Regions to Establish RETPCs and the Results of 4 Regions during Preliminary Study
- Annex 2 Organization Chart of MOIT
- Annex 3 Organization Chart of NAFED
- Annex 4 Budget of NAFED and IETC from 1999 to 2002
- Annex 5 Organization Chart of IETC
- Annex 6 Allocation of IETC Budget
- Annex 7 Technical Cooperation Agreement (TCA) between NAFED and East Java Province
- Annex 8 Project Design Matrix (PDM)
- Annex 9 Plan of Operations (PO)
- Annex 10 Tentative Schedule of Implementation (TSI)
- Annex 11 Terms of Reference (TOR) for Japanese Long-term Experts
- Annex 12-1 Tentative List of Equipment to be Provided by the Japanese side in Jakarta
- Annex 12-2 Tentative List of Equipment to be Provided by the Japanese side in RETPCs in East Java Province
- Annex 13 Functions of the Project Team and Responsibilities of Members
- Annex 14-1 List of Counterpart Personnel from NAFED
- Annex 14-2 List of Counterpart Personnel from IETC
- Annex 15 Qualification for RETPC Staff
- Annex 16 List of Counterpart Personnel in East Java RETPC
- Annex 17-1 Project Counterpart Budget of NAFED and IETC in 2002
- Annex 17-2 Counterpart Budget for RETPC in Surabaya of East Java Provincial Government in 2002
- Annex 18 Export Values and Commodities of the 4 Model Regions



66.

Annex 1 6 Criteria for Selecting the Regions to Establish RETPCs and the Results of 4 Regions during Preliminary Study

Selection Criteria	Description of Criteria	East Java Province (Surabaya)	North Sumatera Province (Medan)	South Sulawesi Province (Makassar)	South Kalimantan Province (Banjarmasin)
1. Needs for RETPCs	1-1. General economic condition*	<ul style="list-style-type: none"> • RGDP: Rp. 152,938 billion (1999) • Non-oil/gas export value (2000): US\$ 5.72 billion (12% of national value, increased 28.8% from 1999) • Economic growth in 2000: 3.19% (contribution of industry and trade sector: 48.97%) 	<ul style="list-style-type: none"> • RGDP: Rp. 59,228 billion (1999) • Non-oil/gas export value (2000): US\$ 2.44 billion (5.1% of national value) (share of industry: 22.61%, share of agriculture: 76.7%) • Economic growth in 2000: 4.98% (contribution of agricultural sector: 53.3%) 	<ul style="list-style-type: none"> • RGDP: Rp. 24,065 billion (1999) • Non-oil/gas export value (2000): US\$ 0.62 billion (1.3% of national value) 	<ul style="list-style-type: none"> • RGDP: Rp. 14,651 billion (1999) • Non-oil/gas export value (2000): US\$ 0.94 billion (2% of national value) • Economic growth in 1999: 6.52%
	1-2. Needs for export promotion services**:	Training: 7 Information Provision: 10 Trade Mission: 3 Trade Exposition: 3 Consultation: 3	Training: 16 Information Provision: 12 Trade Mission: 8 Trade Exposition: 9 Consultation: 9	Training: 13 Information Provision: 11 Trade Mission: 7 Trade Exposition: 4 Consultation: 3	Training: 10 Information Provision: 5 Trade Mission: 4 Trade Exposition: 5 Consultation: 3
	1-3. Number of companies and exporters***	<ul style="list-style-type: none"> • Number of large and medium manufacturing companies: 5,304 • Number of employees in large and medium manufacturing companies: 847,627 • Number of exporters: about 2,700 (30% of them are SMEs) 	<ul style="list-style-type: none"> • Number of large and medium manufacturing companies: 1,088 • Number of employees large and medium manufacturing companies: 174,120 • Number of legal exporters: 615 (small company: 41%, middle company: 51.5%, large company: 7.5%) 	<ul style="list-style-type: none"> • Number of large and medium manufacturing companies: 345 • Number of employees large and medium manufacturing companies: 36,073 • Number of exporters: about 400 	<ul style="list-style-type: none"> • Number of large and medium manufacturing companies: 136 • Number of employees large and medium manufacturing companies: 48,506 • Number of exporters: 283
2. Firm Structure to Support RETPCs	2-1. Responsible organization	Head of Industry and Trade Office (Dinas Perindag) under the government of East Java Province	Head of Industry and Trade Office (Dinas Perindag) under the government of North Sumatera Province	Head of Industry and Trade Office (Dinas Perindag) under the government of South Sulawesi Province who is concurrent with Secretary General of BKPRS (Cooperation Agency for Regional Development of Sulawesi)	Head of Industry and Trade Office (Dinas Perindag) under the government of South Kalimantan Province
	2-2. Organizational status	RETPC will be operated as a "project" during the cooperation period, and will be incorporated into the permanent structure of the provincial government after the project by merging with an existing UPT called BLDU.	The administrative status of RETPC will be a UPT under the provincial government. Dinas Perindag has an idea to hand over RETPC to private sector after the project.	RETPC will be newly established as a Technical Service Unit (UPT) under the Industry and Trade Office of South Sulawesi Province and will be transferred to BKPRS in the future to cover other provinces in Sulawesi Island.	Provincial government plans RETPC as a Technical Service Unit (UPT) under the government. RETPC will be supervised by Dinas Perindag.
	2-3. Support from other organizations	Dinas Perindag plans to form an Advisory Committee comprising business associations, exporters' association, KADINDA, AOTS alumni, and other related governmental organizations in order to receive advice and recommendation on the operation of RETPC.	Dinas Perindag intends to ask KADINDA in Medan, BAPEDA, and BPD to become the members of Advisory Committee. The Provincial Government is affirmative to accept participants from other provinces.	RETPC will receive supports from BKPRS, other provincial and district governments, chamber of commerce and industry, Regional Investment Coordinating Board, and so on	RETPC will cooperate with KADINDA, University, and NGO in recruiting lecturers and participants though they will not participated in the management of RETPC. The provincial government is affirmative to accept participants from other provinces such as Central and East Kalimantan.

3. Financial Readiness to Operate RETPCs		The East Java Province will allocate about Rp. 1 billion in 2002 for the start-up and operation of RETPC. The Rp. 1 billion will cover the costs for furnishing, purchasing office facilities (telephone, fax, ISDN lines, etc.), implementation of training, honorarium of regional staff, and operation of RETPCs.	Provincial government shows willingness to budget for RETPC operational cost from 2002 to 2006. Another financial source is 5% of the profit of state-owned companies (approx. Rp. 73 billion).	RETPC will be operated by development budget of APBD of South Sulawesi Province, and in the future, it might receive contributions from other provinces in Sulawesi.	The provincial government estimates the operational cost of RETPC at Rp. 600 million from 2002 to 2006, and will allocate the budget from APBD.
4. Availability of Competent Staff		All the RETPC staff is nominated as follows: Head: from IETC Vice Head: from DINAS Manager (training): from IETC Manager (consultation): from NAFED Manager (general affair): from DINAS Vice Manager (training) from DINAS Vice Manager (consultation): from DINAS 5 Staff Members: from DINAS Other staff might be allocated in the future when necessity arises.	The Industry and Trade Office agreed to accept NAFED and/or IETC officers, one of which as a head of RETPC, and to allocate qualified personnel by selecting from the provincial government.	The Industry and Trade Office agreed to accept NAFED and/or IETC officers, one of which as a head of RETPC, and to allocate qualified personnel by selecting from the provincial government or university graduates	The provincial government agreed to support RETPC with their local staff, university/high school graduates with computer literacy and English skills.
5. Availability of Building and Facilities for RETPCs	5-1. Number of Options	East Java Province showed 3 options and selected one in Jl. Kedungdoro, past Dinas Perindag building.	North Sumatera Province showed 2 options.	South Sulawesi Province showed 2 options, the one in Jl. Ratulangi and the other one in Jl. Sultan Hasanuddin.	South Kalimantan Province showed 2 options, the building of BKPMMD (Provincial Agency for Investment Coordination) and another one.
	5-2. Location and Access	Conveniently located in the center of Surabaya with enough parking space.	One is 20 minutes away from the center of Medan by car and located next to Indosat building. The other one is near center of the city.	Both are conveniently located in the center of Makassar.	BKPMMD building is located in the center of Banjarmasin. The other is 10 minutes away from the center of the city by car.
	5-3. Condition of the Building and Facilities	Need some renovation works such as removal of walls, repair of restrooms, layout change, and so forth. NAFED will renovate the building with Rp. 400 million in 2002.	The former one next to Indosat has enough space (500-600m ²) but requires substantial renovation. The other building is partly used for Dinas Perindag and need some renovation works. The cost for renovation will be calculated in 2003 and will be born by NAFED.	Both options require some renovation works, such as removal of walls, layout change, interior, repair of floor, windows, ceiling, and so on. The cost for renovation will be calculated in 2003 and will be born by NAFED.	BKPMMD building is quite new and has enough space (approx. 570 m ²), but has some problems such as lack of parking space and outside noise. It needs some renovation such as installation of air-conditioner, layout change, installation of soundproof walls. The latter building requires considerable renovation.
6. Availability of IT Infrastructure		ISDN connection is available.	ISDN connection is available.	ISDN connection is available.	ISDN connection is not available as of 2001, but local telecommunication company (P.T. Telkom) is ready to provide it.

Remarks:

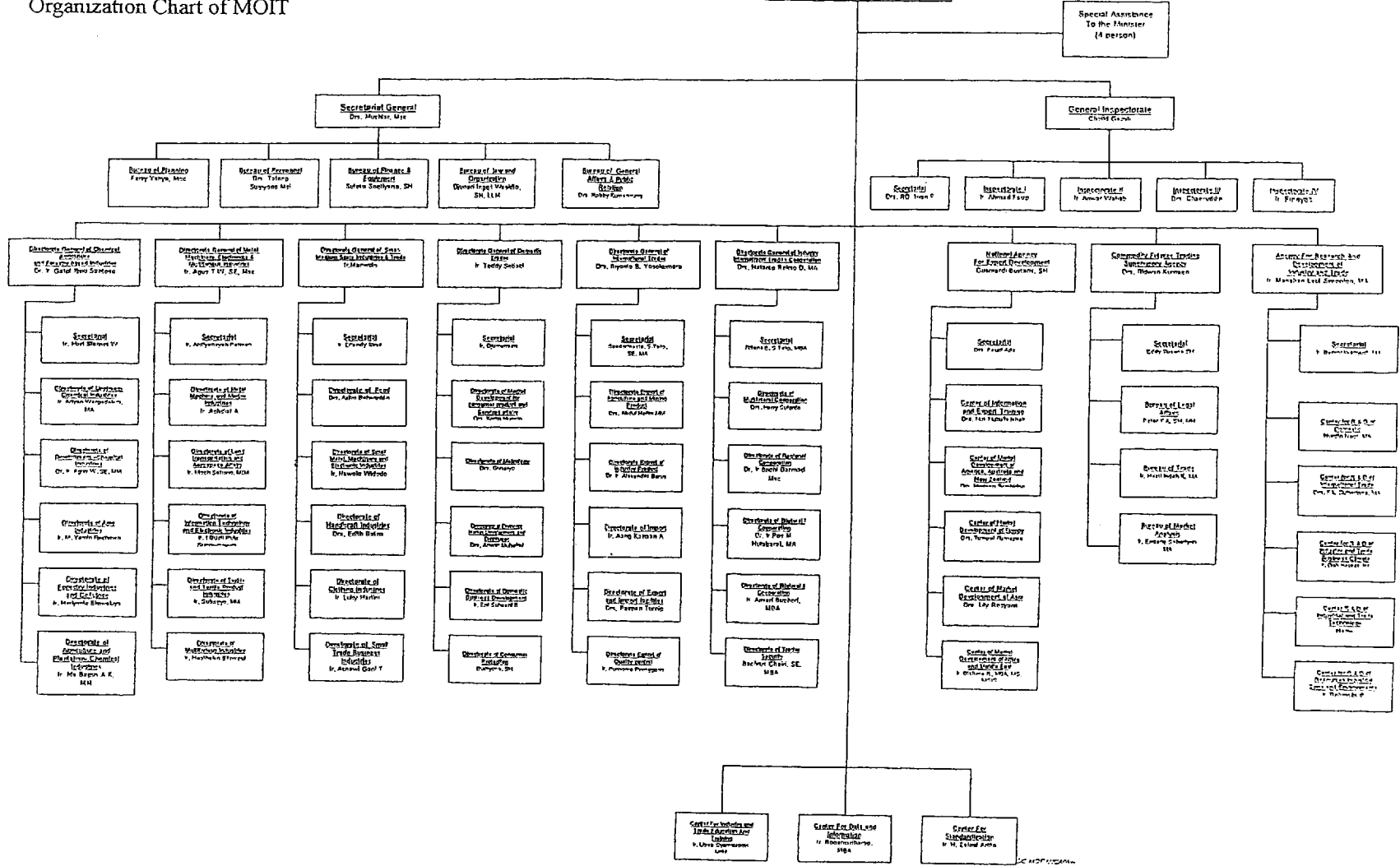
* The data of non-oil/gas export of respective regions is from BPS.

** 1-2 shows the number of respondents who answered in favor of the services during the local needs survey conducted by Indonesian consulting company (ECONIT). The survey was conducted through interviews for 20 SMEs in each region.

*** The number of large and medium companies and their employees is based on Large and Medium Manufacturing Statistics of Provincial BPS in 1997 (the data of South Kalimantan is the one in 1998). The numbers of exporters in East Java, North Sumatera, and South Sulawesi are heard from the regional offices of industry and trade of the respective provinces. The one of South Kalimantan is heard from BAPPEDA.

Organization Chart of MOIT

Minister of Industry and Trade
Rini Mariani Sumarno Soewandi
Since August 10 1991

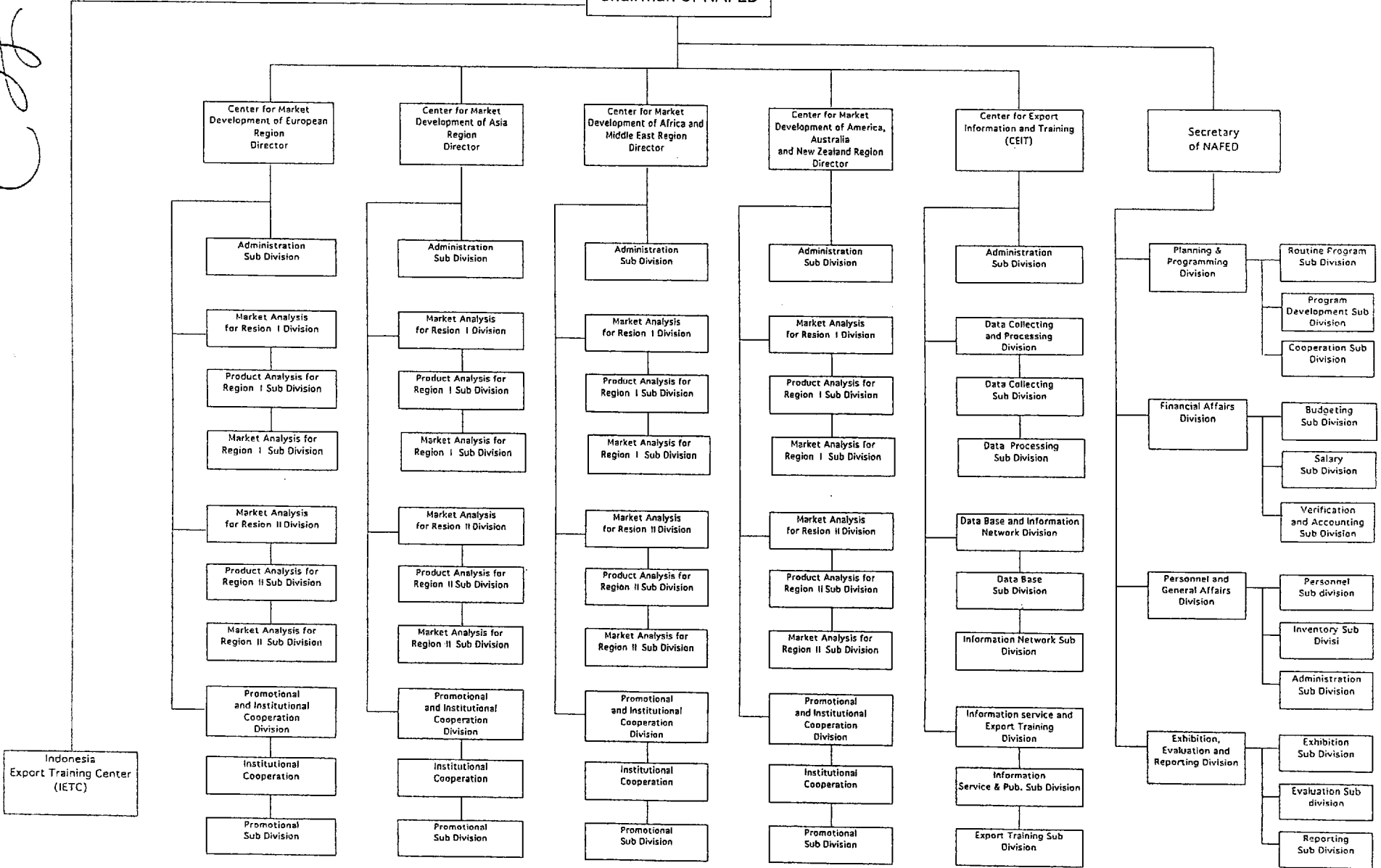


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Chairman of NAFED



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Annex 4

BUDGET OF NAFED & IETC from 1999 to 2001 (Thousand Rp)

NAFED's side

No	Type of Budget	F.Y 1999/2000	F.Y. 2000 *	F.Y. 2001	F.Y 2002***
1	Routine Budget	5,354,990	4,414,210	5,720,361	6,361,167
2	Project :				
	- Export Development & Dissemination Sub Project	1,423,456	698,433	3,036,957	Total
	- Domestic Trade Fair and Export Facilities Sub Project	3,046,810	1,669,215	2,258,914	Project :
	- Program Strengthening & Foreign Cooperation Sub Project	2,403,813	3,056,920	29,357,043	44,750,000 ****
	- Regional Market Development	8,950,395	11,700,449	7,457,695	
	Total	21,179,464	21,539,227	47,830,970	69,700,000

IETC's side

1.	Routine Budget	1,920,751	1,557,000	1,909,139	2,193,825
2.	Indonesia Export Training Sub Project	1,941,500	955,415	1,288,613	1,550,000
3.	Self Financing Budget	1,783,538	1,680,808	2,614,331	3,995,000
	Total	5,645,789	4,193,223	5,812,083	7,738,825
	Allocation for Training **				
	- Routine Budget	400,000	364,000	279,000	n/a
	- Indonesia Export Training Sub Project	855,056	446,600	698,148	n/a
	- Self Financing Budget	945,301	857,118	1,250,000	n/a
	Sub Total	2,200,357	1,667,718	2,227,148	n/a

Note :

* FY 2000 is only nine months.

** Budget for training is included in the IETC total budget

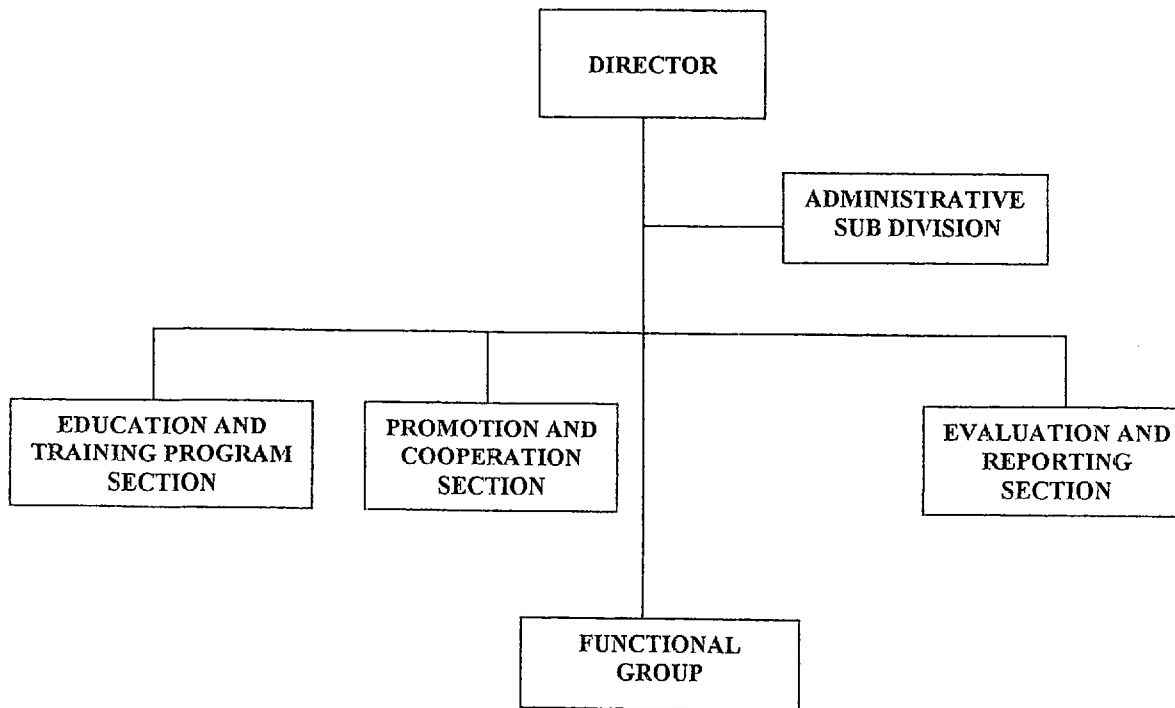
*** FY 2002 the amount of budget is the figure before final discussion with Ministry of Finance

**** Including Project Counterpart budget (amount Rp 1.75 billion including RETPC building renovation)

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ANNEX 5

ORGANIZATION CHART OF IETC
Decree of Minister of Industry and Trade
No. 367/MPP/Kep/12/2001



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Annex 6 Allocation of IETC Budget

(in thousand rupiah)

	Routine Budget		Realization	Project Budget		Realization	Self Financing Budget		Realization	Total		Total Realization
		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	1,018,410	1,635,509 (50.2%)	788,347	1,549,136	600,000 (18.4%)	336,344	510,000	3,259,368	1,124,691	3,077,546
1998/99	1,085,632 (31.0%)	0	1,047,315	1,380,000 (39.5%)	777,105	1,306,622	1,116,852 (31.17%)	644,471	1,061,091	3,497,632	1,421,576	3,415,028
1999/2000	1,920,751 (35.7%)	400,000	1,695,376	1,941,500 (36.1%)	855,056	1,690,188	1,783,538 (31.50%)	945,301	1,617,378	5,373,501	2,200,357	5,342,416
2000 (9 months)	1,557,000 (43.9%)	364,000	1,197,356	955,415 (27.0%)	446,600	750,233	1,708,100 (40.0%)	857,118	1,508,800	4,220,515	1,667,718	3,456,389
2001	1,909,230 (32.8%)	279,860	n/a	1,288,613 (22.2%)	698,148	n/a	2,614,331 (45%)	n/a	n/a	5,812,174	n/a	n/a
Projection												
2002 *	2,193,825 (28.4%)	299,989	-	1,550,000 (20%)	n/a	-	3,995,000 (51.6%)	n/a	-	7,738,825	n/a	-
2003 *	2,530,000 (27.3%)	n/a	-	1,750,000 (18.9%)	n/a	-	5,000,000 (53.9%)	n/a	-	9,280,000	n/a	-
2004 *	2,783,000 (27.6%)	na/	-	1,800,000(17.9%)	na/	-	5,500,000 (54.5%)	n/a	-	10,083,000	n/a	-

- * - Routine Budget is expected to increase 10% per annum based on F.Y. 2001 projection.
- Self financing budget is expected to increase per annum 20% for education, 10% for short training, 20% for services in cooperation with Merchandising Testing Laboratory and the slight increase for others

TECHNICAL COOPERATION AGREEMENT
BETWEEN
NATIONAL AGENCY FOR EXPORT DEVELOPMENT
MINISTRY OF INDUSTRY AND TRADE
AND
LOCAL GOVERNMENT PROVINCE OF EAST JAVA
ON
ESTABLISHMENT AND CAPACITY BUILDING OF
REGIONAL EXPORT TRAINING AND PROMOTION CENTER (RETPC) IN
SURABAYA

On this day of in the year of, in the city of Surabaya in Jl, the under sign :

1. Gusmardi Bustami : Head of National Agency For Export Development, on behalf of the National Agency for Export Development, Ministry of Industry and Trade, Republic of Indonesia, as the First Party
2. Imam Utomo : Governor of East Java Province, on behalf of the Local Government of East Java Province, as the Second Party

Within the framework of Memorandum of Understanding (MOU) for export development program between National Agency For Export Development, Ministry of Industry and Trade with the Local Government of East Java Province herewith sign on date November 2001, herewith both parties agree to enter into cooperative agreement through the Establishment and Capacity Building of Regional Export Training and Promotion Center (RETPC) in Surabaya East Java Province with the purpose of RETPC in Surabaya provide international trade training, international market information and trade promotion services to SMEs.

This agreement is implemented in accordance with the following articles:

Article 1

Both party agree to cooperate the establishment of RETPC in Surabaya with main activities :

- a. international trade training including distance learning with TV conference system,
- b. dissemination of international market information,
- c. international market information and trade promotion through internet services and/or by other media.



Article 2

Second Party will establish RETPC to be a Technical Unit Service under the Industry and Trade office in East Java Province.

Article 3

3.1. Management of training, international market information and trade promotion through internet.

3.1.1. First Party responsible for :

- a. providing guidance to formulate RETPC program such as international trade training, international market information and trade promotion through internet and/or by other media.
- b. providing training for RETPC personnel in the field of international trade training management, international market information and trade promotion through internet and/or by other media.
- c. supporting RETPC in formulating the annual program of international trade training, international market information and trade promotion services through internet and/or by other media.
- d. Evaluation of RETPC's activities every six months.

3.1.2. Second Party responsible for :

- a. preparing annual activities program and manual of international trade training, international market information and trade promotion through internet and/or by other media.
- b. conducting international trade training, international market information and trade promotion services through internet and /or by other media in the region.
- c. continuously increase the above activities to business society especially SME.

3.2. Human Resources Development

3.2.1. First Party responsible for :

Providing counterparts for the RETPC , such as the Head of RETPC, Head of Training Division and Head of Information Division, during the Project.

3.2.2. Second Party responsible for :

- a. Providing human resources for RETPC in the region, such as the Vice Head of RETPC, Head of Administrative Division and supporting personnel.
- b. Selection of personnel from Local Government (Regional Industry and Trade Office) will be closely consulted with the Head of the RETPC.

3.3. Equipment and Facilities

3.3.1. The First Party responsible for :

- a. sending and install the equipment donated by JICA to RETPC .
- b. providing maintenance and operational training of the said equipment.
- c. controlling equipment utilization



- 3.3.2. The Second Party responsible for :
- a. utilizing the equipment for the RETPC activities
 - b. maintaining the equipment
 - c. providing land and building for RETPC activities
 - d. providing office facilities such as furniture, air condition, telephone, facsimile, photo copy machine, computer, printer, and stationary
 - e. providing facilities for training, information and trade promotion through internet such as furniture, air condition, overhead projector, screen, telephone, facsimile, photocopy machine, etc.
 - f. submitting monthly and annual report to the First Party

Article 4

4..1. Budget

- 4.1.1. The First Party responsible for :
- a. providing renovation budget for RETPC building
 - b. providing the budget for accommodation, traveling from Jakarta-Surabaya vise-versa for the counterparts during the Project .
- 4.1.2. The Second Party responsible for :
- a. providing annual operational budget , such as training, information and trade promotion activities, maintenance cost for the building, cleaning service, computer, printer, stationary, telephone installation, telephone pulse, electricity, water, air condition, training, information and trade promotion facilities, telephone pulse for Distance Learning activities, honorarium for local personnel, and local transportation.
 - b. providing budget for salary and incentive of RETPC personnel excluding Head of RETPC, Head of Training Division, and Head of Information Division.
 - c. provide budget for accommodation , traveling, and lumpsum for RETPC personnel during On the Job Training in Jakarta.
 - d. providing traveling cost and accommodation for Instructor from Jakarta, in case appropriate instructor is not available in Surabaya.

4.2. Revenue

- a. The revenue from training, information and promotion services conducted in RETPC will be managed by themselves and under supervision of the Regional Industry and Trade Office, East Java Province.
- b. In principle the Head of RETPC will have the authority to allocate self generating budget revenue.

Article 5

In order to have advice and recommendations on the operation of the Project from related governmental organizations and the private sector (KADINDA and business associations) an Advisory committee will be organized in Surabaya, East Java Province.



Article 6

In case there are disagreement with regard to the implementation of this agreement, disputed matters will be resolved through consensual deliberation between the two parties, in the case, the mutual agreement is not reach through the said process, the disputed matters will be resolved through mediator comprising of Secretary General of Ministry of Industry and Trade, Administrative Secretary to the Provincial Government and Secretary General of the Ministry of Domestic Affairs and Regional Autonomy,

Article 7

Other matters that are not regulated under this agreement, an Addendum will be attached to this agreement. The Addendum will become an integral and inseparable part to this agreement.

Article 8

This agreement will remain valid for 4 (four) years and will be enforced as of the date of signing and will be extendable based on mutual agreement between both parties.

Article 9

This agreement are produced in 2 (two) copies, each one has the same legal force.

The Second Party,

The First Party,

Imam Utomo

Gumardi Bustami



Annex 8: Project Design Matrix (PDM)

Project Title: Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers (RETPCs) Project Period: July 1, 2002- June 30, 2006 (4 years)

Target Places: Jakarta, Surabaya, Medan, Makassar, and Banjarmasin

Target group: 4RETPCs, SMEs that plan to start or expand export business in the regions where RETPCs are to be established. IETC and NAFED

Prepared by: Japanese Project Design Team Prepared Date: Feb. 5, 2002

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall goal Promote the export of SMEs in the regions where RETPCs are established</p>	<p>1. Yearly development of export share against annual sales (Statistical difference among SMEs) 2. Export from the regions 3. Level of personnel as exporters/traders that have utilized the services at RETPCs and number of successful enterprises 4. No. of SMEs which applied what they learned at RETPCs to real business activities.</p>	<p>1. Sample survey for SMEs, which have used or not used services at RETPCs. 2. Statistical yearbook in respective regions 3. Occasional monitoring survey on SMEs that have utilized the services at RETPCs 4. Occasional monitoring survey on SMEs that have utilized the services at RETPCs</p>	<p>1. The SME development policy through export promotion in each province remains unchanged.</p>
<p>Project purpose Model RETPCs (in Surabaya, Medan, Makassar, and Banjarmasin) provide export training, trade information and promotion services to SMEs in the respective regions.</p>	<p>(Training Services) 1-1. About 5000 participants from SMEs receive export training courses at respective RETPCs during the project period. 1-2. At least 15% of SMEs that have sent their staff to RETPCs for training utilize RETPCs once again for the training purpose. (Trade Information) 2-1. An annual total of 1200 SMEs (750 SMEs in case of Banjarmasin) utilize information resources (such as a mini-resource center) at a RETPC 2-2. 120 users make access to the homepage of NAFED on a daily basis. 2-3. No. of clients for membership fees at RETPCs (Trade Promotion) 3-1. 150 SMEs/6 months participate in virtual exhibitions. 3-2. 50 SMEs/6 months on average participate in permanent exhibitions at RETPCs. (Self-financing) 4-1. Share of self-generated income in total revenue of RETPCs at the end of the Project. (15% in Surabaya, 10% in Medan and Makassar, 5% in Banjarmasin)</p>	<p>Record at RETPCs and the P.T.</p>	<p>1. The foreign demand on export from respective regions will not decline drastically in a long run. 2. The foreign exchange rate of the currency, Rupiah, will be relatively stable for export. 3. Political situation will be relatively stable to support economic activities of SMEs.</p>
<p>Outputs 1. Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team. 2. C/P at RETPCs are skilled in managing export training services</p>	<p>1-1. Number of C/P and administrative staff 1-2. Budget allocation and self-financed budget 1-3. Number of public relations (leaflets, etc.) 1-4. Number of meetings between the P.T. and RETPCs or number of reports submitted to the P.T. by RETPCs. 2-1. Types and number of training courses where course planners have been trained 2-2. Number of need surveys conducted and its analysis 2-3. Types and number of training materials, manuals,</p>	<p>1-1. List of C/P staff assigned 1-2. Budget and realization of the budget 1-3. Record at mini-resource centers at RETPCs 1-4. Public relation records at RETPCs and the P.T. 1-5. Meeting and communication records at RETPCs and the P.T. 2-1. to 2-6 Records at RETPCs and the P.T.</p>	<p>The economic conditions in the region and the country as a whole will not adversely affect the allocation of project and routine budgets for RETPCs.</p>

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<p>3. C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for export training services.</p>	<p>lists, PERT charts, and their revised versions in consideration of regional conditions 2-4.Types and number of training programs implemented for course planners 2-5.Types and number of training programs provided to SMEs at RETPCs. 2-6.Evaluation of training programs and instructors 3-1.Number of C/P at RETPCs and the P.T. trained for operating and maintaining IT for training services. 3-2.Types and number of training programs provided to SMEs at RETPCs by means of IT 3-3.Number of topics for distance learning 3-4.Evaluation results of training programs utilizing IT 3-5.List of operation and maintenance manuals of IT equipment and facilities for training services 3-6.Frequency of equipment usage and the condition of maintenance</p>	<p>3-1.to 3-6. Records at RETPCs and the P.T.</p>	
<p>4. C/P at RETPCs and the Project Team are skilled in managing, trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).</p>	<p>4-1.Number of C/P at RETPCs and the P.T. trained in preparing and disseminating trade information 4-2.Number of C/P at RETPCs trained in trade information and promotion services, including management of mini-resource centers 4-3.List of operation and maintenance manual (or instruction) of equipment for trade information and promotion services 4-4.Frequency of equipment usage and the condition of maintenance 4-5.Manual for mini-resource centers at RETPCs 4-6.List of new books, magazines, newsletters, publications 4-7.SMEs' evaluation of trade information and promotion services by RETPCs</p>	<p>4-1.to 4-7. Records at RETPCs and the P.T.</p>	
<p>5. C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services (such as virtual exhibition and business matching on the web site).</p>	<p>5-1.Number of C/P at RETPCs and the P.T. trained for operating and maintaining IT for trade information and promotion services. 5-2.Types of trade information and promotion services provided to SMEs at RETPCs by means of IT 5-3.Updating of trade-related information on the NAFED homepage 5-4.Types and number of complaints from visitors to the homepage 5-5.List of training manuals for management of the homepage</p>	<p>5-1.to 5-5. Records at RETPCs and the P.T.</p>	
<p>6. C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.</p>	<p>6-1. Preparation of manuals or check lists for replication of capacity building of RETPCs in other regions 6-2.Number of C/P at the P.T. trained for replication of capacity building programs of RETPCs in other regions</p>	<p>6-1.to 6-2. Records of the P.T.</p>	

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207

Activities	Input		Important Assumption
<p>1-1. Organize a P.T., assign C/P from NAFED and IETC, and allocate the budgets for the project.</p> <p>1-2. Set-up RETPCs in Surabaya, Medan, Makassar and Banjarmasin.</p> <p>1-3. Build up a close communication channel for the smooth implementation of the project.</p> <p>1-4. Prepare medium and short-term management and operation plans for RETPCs, assign C/P and receive allocation of budgets for operating costs of RETPCs in accordance with the plans.</p> <p>1-5. Carry out public relations of the project.</p> <p>1-6. Review management and operation of RETPCs periodically and feedback review results for improvement of the export training and information/promotion services to SMEs.</p> <p>2-1. Transfer a set of skills and know-how for planning and management of training courses to C/P at RETPCs</p> <p>2-2. Conduct training needs survey and its analysis in respective regions</p> <p>2-3. Train C/P at RETPCs in planning and managing training courses based on results of the local needs analysis.</p> <p>2-4. Make adjustment on existing educational contents to be used for training courses at RETPCs, based on the results of local needs survey in respective regions.</p> <p>2-5. Train C/P at RETPCs for implementation of training courses.</p> <p>3-1. Install IT equipment and facilities at RETPCs and IETC for training services.</p> <p>3-2. Train C/P of RETPCs and the P.T. for operation and maintenance of the equipment and facilities.</p> <p>3-3. Train C/P of the P.T. for implementation plan of training services.</p> <p>3-4. Train C/P of RETPCs and the P.T. for basic techniques to develop and prepare educational contents for training services.</p> <p>3-5. Assist C/P of RETPC and the P.T. in conducting training services as an on-the-job training (OJT).</p>	<p>The Japanese side</p> <p>1. Experts:</p> <p>1-1. Long-term experts:</p> <p>(1) Chief advisor</p> <p>(2) Project Coordinator</p> <p>(3) Expert on Marketing for Export Promotion</p> <p>1-2. Short-term experts: to be dispatched when necessity arises</p> <p>2. Training in Japan (C/P from NAFED/IETC and RETPCs) 0 ~ 3 persons/year</p> <p>3. Equipment</p> <p>3-1. for P.T. (in IETC, Jakarta)</p> <p>Equipment for developing digital contents for training, on-line information and promotion</p> <p>3-2. for RETPCs</p> <p>Equipment for conducting training, information, and promotion services</p>	<p>The Indonesian Side</p> <p>1. C/P Personnel:</p> <p>1-1. Administrative C/P</p> <p>1-2. Technical C/P</p> <p>(1) from NAFED:</p> <p>C/P for information, promotion and IT</p> <p>(2) from IETC:</p> <p>C/P for training management for distance learning:</p> <p>C/P for transfer of training management system to RETPCs</p> <p>C/P for curriculum development for distance learning:</p> <p>C/P for technical matters of distance learning technology</p> <p>(3) from Local governments:</p> <p>C/P at RETPCs</p> <p>2. Land and Facilities:</p> <p>Local governments:</p> <p>Land, building, facilities of RETPCs (including furniture, telephone, fax machine, etc.)</p> <p>3. Local cost</p> <p>3-1. NAFED:</p> <p>(1) Operational budget for the project including travel expenses of C/P to regions</p> <p>(2) Renovation cost for RETPCs and allowances/travel expenses of dispatched personnel to RETPCs</p> <p>3-2. Local governments:</p> <p>Operational budget for operating RETPCs (costs for stationary, computer maintenance/network, local transportation, meeting, exhibition, maintenance/cleaning service, installation of telephone lines, telephone utility, electricity and water, honorarium for local staff)</p>	<p>Trained C/P continue working for NAFED/IETC and RETPCs.</p>

66

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Activities	Input	Preconditions
<p>4-1. Install equipment and supplies necessary for the provision of trade information and promotion services at RETPCs and IETC.</p> <p>4-2. Train C/P of RETPCs and the P.T. for operation and maintenance of the equipment.</p> <p>4-3. Give advice to C/P of RETPCs and the P.T. on provision of trade information and promotion.</p> <p>4-4. Train C/P of RETPCs and the P.T. for identification of needs of SMEs in the trade information and promotion.</p> <p>4-5. Train C/P of RETPCs and the P.T. for provision of trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information) in accordance with the needs of SMEs.</p> <p>5-1. Install IT equipment and facilities at RETPCs and IETC for trade information and promotion services.</p> <p>5-2. Train C/P of RETPCs and the P.T. for operation and maintenance of the equipment and facilities.</p> <p>5-3. Train C/P of the P.T. in preparing implementing plans for trade information and promotion services.</p> <p>5-4. Train C/P of RETPCs and the P.T. in basic techniques for trade information and promotion services (including processing and dissemination of information).</p> <p>5-5. Train C/P of the P.T. for management and utilization of IT and network applications in the area of trade promotion (such as virtual exhibition and business matching on the web site)</p> <p>5-6. Assist C/P of RETPCs and the P.T. in conducting trade information and promotion services as an on-the-job training.</p> <p>6-1. Record and document all relevant procedures for establishment of a RETPC as the project proceeds.</p> <p>6-2. Classify procedures into general (or common) and special procedures in the light of replication to other regions.</p> <p>6-3. Prepare manuals or checklists for replication of capacity building of RETPCs in other regions.</p> <p>6-4. Train C/P at the P.T. for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria.</p> <p>6-5. Train C/P at the P.T. for preparing plans for technology transfer towards RETPCs.</p>		<p>A Technical Cooperation Agreement is concluded between NAFED and respective provincial governments</p>

Remarks: "P.T." stands for the "Project Team".

Annex 9 Plan of Operation (PO)
for the Establishment and Capacity Building of Regional Export Training & Promotion Centers

Activities	Schedule																			
	CY2002				CY2003				CY2004				CY2005				CY2006			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Terms of Technical Cooperation	[Timeline grid with stages 1st to 8th]																			
Monitoring	[Timeline grid]																			
Operation of RETPCs	[Timeline grid]																			
in Surabaya	[Timeline grid]																			
in Medan	[Timeline grid]																			
in Makassar	[Timeline grid]																			
in Banjarmasin	[Timeline grid]																			
1 Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team.																				
1-1 Organize the Project Team, assign C/P from NAFED AND IETC, and allocate the budgets for the Project.	[Timeline grid]																			
1-2 Set-up RETPCs in Surabaya, Medan, Makassar and Banjarmasin.	[Timeline grid]																			
1-3 Build up a close communication channel for the smooth implementation of the project.	[Timeline grid]																			
1-4 Prepare medium and short-term management and operation plans for RETPCs, assign C/P and receive allocation of budgets for operating costs of the centers in accordance with the plans.	[Timeline grid]																			
1-5 Carry out public relations of the project.	[Timeline grid]																			
1-6 Review management and operation of RETPCs periodically and feedback review results for improvement of the export training and information/ promotion services to SMEs.	[Timeline grid]																			
2 C/P at RETPCs are skilled in managing export training services																				
2-1 Transfer a set of skills and know-how for planning and management of training courses to C/P at RETPCs.	[Timeline grid]																			
2-2 Conduct training needs survey and its analysis in respective regions.	[Timeline grid]																			
2-3 Train C/P at RETPCs in planning and managing training courses based on results of the local needs analysis.	[Timeline grid]																			
2-4 Make adjustment on existing educational contents to be used for training courses at RETPCs, based on the results of local needs survey in respective regions.	[Timeline grid]																			
2-5 Train C/P at RETPCs for implementation of training courses.	[Timeline grid]																			
3 C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for training services.																				
3-1 Install IT equipment and facilities at RETPCs and IETC for training services.	[Timeline grid]																			
3-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.	[Timeline grid]																			
3-3 Train C/P of the Project Team for implementation plan of training services.	[Timeline grid]																			

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Activities	Schedule																							
	CY2002				CY2003				CY2004				CY2005				CY2006							
	FY2002				FY2003				FY2004				FY2005				FY2006							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
3-4 Train C/P of RETPCs and the Project Team for basic techniques to develop and prepare educational contents for training services.					Jakarta	Surabaya																		
3-5 Assist C/P of RETPCs and the Project Team in conducting training services as an on-the-job-training (OJT).									Jakarta	Surabaya														
4 C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).																								
4-1 Install equipment and supplies necessary for the provision of trade information and promotion services at RETPCs and IETC.					Jakarta				Medan	Makassar			Banjarmasin											
4-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment.					Jakarta				Medan	Makassar			Banjarmasin											
4-3 Give advice to C/P of RETPCs and the Project Team on provision of trade information and promotion.					Jakarta				Surabaya				Medan	Makassar			Banjarmasin							
4-4 Train C/P of RETPCs and the Project Team for identification of needs of SMEs in trade information and promotion.					Jakarta				Surabaya				Medan	Makassar			Banjarmasin							
4-5 Train C/P of RETPCs and the Project Team for provision of trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information) in accordance with the needs of SMEs.					Jakarta				Surabaya				Medan	Makassar			Banjarmasin							
5 C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services. (Such as virtual exhibition and business matching on the web site)																								
5-1 Install IT equipment and facilities at RETPCs and IETC for trade information and promotion services.					Jakarta				Medan	Makassar			Banjarmasin											
5-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.					Jakarta				Medan	Makassar			Banjarmasin											
5-3 Train C/P of the Project Team in preparing implementing plans for trade information and promotion services.																								
5-4 Train C/P of RETPCs and the Project Team in basic techniques for trade information and promotion services (including processing and dissemination of information).					Jakarta				Surabaya				Medan	Makassar			Banjarmasin							
5-5 Train C/P of the Project Team for management and utilization of IT and network applications in the area of trade promotion (virtual exhibition)					Jakarta				Surabaya				Medan	Makassar			Banjarmasin							
5-6 Assist C/P of RETPCs and the Project Team in conducting trade information and promotion services as an on-the-job training.					Jakarta				Surabaya				Medan	Makassar			Banjarmasin							
6 C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.																								
6-1 Record and document all relevant procedures for establishment of a RETPC as the project proceeds.																								
6-2 Classify procedures into general (or common) and special procedures in the light of replication to other regions.																								
6-3 Preparation of manuals or check lists for replication of Capacity building of RETPCs in other regions																								
6-4 Train C/P at the Project Team for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria.																								
6-5 Train C/P at the Project Team for preparing plans for technology transfer towards RETPCs.																								


*1. Japanese fiscal year starts in April and end in March.
 *2. Indonesian fiscal year starts in January and end in December.
 *3. This schedule is subject to change in accordance with the progress of the Project.

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Annex 10 Tentative Schedule of Implementation (TSI)
for the Establishment and Capacity Building of Regional Export Training & Promotion Center

Calendar Year	2001				2002				2003				2004				2005				2006							
	Fiscal Year				FY2001				FY2002				FY2003				FY2004				FY2005				FY2006			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Term of Technical Cooperation																												
Japanese Side																												
1. Dispatch of Study Team																												
1-1. First Preliminary Study Team																												
1-2. Second Preliminary Study Team																												
1-3. Project Design Team																												
1-4. Project Consultation Team																												
1-5. Project Consultation Team																												
1-6. Mid Term Evaluation Team																												
1-7. Project Evaluation Team																												
2. Dispatch of Long-term Experts																												
2-1. Chief Advisor																												
2-2. Marketing for Export Promotion																												
2-3. Project Coordinator																												
3. Short Term Experts																												
Necessary number of short-term experts will be dispatched at appropriate time.																												
4. Training of C/P Personnel																												
4-1. In Japan																												
4-2. In Jakarta																												
4-3. at RETPC by NAFED/IETC																												
5. Provision of Equipment and Machinery																												
5-1. Equipment for distance learning and training such as PCs.(IETC)																												
5-2. Equipment for distance learning and training such as PCs.(RETPCs:Surabaya)																												
5-3. Materials for information dissemination such as books, catalogues, and magazines. (RETPCs:Surabaya)																												
0-3 C/P will be accepted per year, if necessary.																												
Indonesian Side																												
1.C/P Personnel																												
by NAFED/IETC																												
1-1 project team																												
1-2.Allocation of C/P Personnels for RETPCs by NAFED/IETC																												
for first RETPC (Surabaya)																												
for second RETPC (Medan)																												
for third RETPC (Makassar)																												
for fourth RETPC (Banjarmasin)																												
by Local government																												
1-3.Allocation of necessary staff for RETPCs																												
for RETPC (Surabaya)																												
for RETPC (Medan)																												
for RETPC (Makassar)																												
for RETPC (Banjarmasin)																												
2.Facilities																												
by Local government																												
Offices, facilities and supplies for RETPCs																												
for RETPC (Surabaya)																												
for RETPC (Medan)																												
for RETPC (Makassar)																												
for RETPC(Banjarmasin)																												
3. Allocation of local cost																												
by NAFED																												
3-1. Project budgets																												
for Project Team																												
for RETPC (Surabaya)																												
for RETPC (Medan)																												
for RETPC (Makassar)																												
for RETPC (Banjarmasin)																												
3-2. Renovation cost for RETPC																												
for RETPC (Surabaya)																												
for RETPC (Medan)																												
for RETPC (Makassar)																												
for RETPC (Banjarmasin)																												
by Local government																												
3-3. Operation cost of RETPCs (incl. maintenance of building, training and trade promotion facilities)																												
for RETPC (Surabaya)																												
for RETPC (Medan)																												
for RETPC (Makassar)																												
for RETPC (Banjarmasin)																												

Note 1. Japanese fiscal year starts in April and ends in March.
2. Indonesian fiscal year starts in January and ends in December.
3. This schedule is subject to change in according with the progress of the Project.



46

Annex 11 Terms of Reference for Japanese Long-Term Experts

1/3

Country: Indonesia

No.	Project Name	C/P organization/Place	Field	Duration	Dispatch Time
1	Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers	NAFED and IETC (Jakarta), RETPC (Surabaya, Medan, Makassar and Banjarmasin)	Chief Advisor	4 years	Jul-02

Background	To revitalize the Indonesian economy damaged by the economic crisis in 1997, SME promotion and export promotion are the prioritized programs of the Indonesian Government. At the same time, the Government has been proceeding the decentralization. In line with the policy, the Government plans to establish Regional Export Training and Promotion Centers (RETPCs) at major cities in regions in order to transfer the know-how on operating export training of IETC, which has received JICA's technical assistance for the past 13 years. For the establishment and capacity building of RETPCs, the Indonesian Government has requested the Japanese government to extend a new project-type technical cooperation. In the RETPCs, trade information and promotion services for which the demand is high among regional SMEs will be also dealt with along with export training.
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Object of the Dispatch	To provide the Indonesian C/P, especially the C/P in charge of project management, with advice and guidance for smooth implementation of the Project.
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Expected Output	<ol style="list-style-type: none"> 1. Preparation of overall schedule of project implementation 2. Management of progress in project activities 3. Response to problems or issues related to the project 4. Documentation and report of the outputs from project activities 5. General advice on technology transfer in the project
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Activity	<ol style="list-style-type: none"> 1. Prepare and review Project Design Matrix (PDM), Plan of Operation (PO), Tentative Schedule of Implementation (TSI), and their annual versions. 2. Prepare monitoring plan, and implement regular monitoring and evaluation with Indonesian C/P 3. Take necessary actions/countermeasures to solve the problems arising from the project including negotiation with Japanese and Indonesian related organizations 4. Report regularly to related organizations in Japanese and English 5. Supervise the technology transfer conducted in the project
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Qualifications	Age limit	None		Experience	More than 10 years	
	Academic Career	○ Ph.D. ○ Master <input checked="" type="radio"/> Bachelor ○ etc.		Other Qualifications	None	
	Language	1st.	English	required	Language ability level	<input checked="" type="radio"/> a <input type="radio"/> b <input type="radio"/> c <input type="radio"/> d
		2nd.	Indonesia	desirable		<input type="radio"/> a <input type="radio"/> b <input type="radio"/> c <input checked="" type="radio"/> d
	Other necessary experience	Note	Experience in trade promotion and information is desirable.			

Annex 11 Terms of Reference for Japanese Long-Term Experts

2/3

Country: Indonesia

No.	Project Name	C/P organization/Place	Field	Duration	Dispatch Time
2	Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers	NAFED and IETC (Jakarta), RETPC (Surabaya, Medan, Makassar and Banjarmasin)	Project Coordinator	4 years	Jul-02

Background	To revitalize the Indonesian economy damaged by the economic crisis in 1997, SME promotion and export promotion are the prioritized programs of the Indonesian Government. At the same time, the Government has been proceeding the decentralization. In line with the policy, the Government plans to establish Regional Export Training and Promotion Centers (RETPCs) at major cities in regions in order to transfer the know-how on operating export training of IETC, which has received JICA's technical assistance for the past 13 years. For the establishment and capacity building of RETPCs, the Indonesian Government has requested the Japanese government to extend a new project-type technical cooperation. In the RETPCs, trade information and promotion services for which the demand is high among regional SMEs will be also dealt with along with export training.
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Object of the Dispatch	To support Chief Advisor in facilitating the coordination among Japanese and Indonesian individuals/organizations related to the project.
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Expected Output	<ol style="list-style-type: none"> Promotion of solving the problems arising from the project in cooperation with Chief Advisor and Indonesian C/P Planning, management and adjustment of Japanese project budget Facilitation of communication and coordination among experts, C/P, and other related parties Supporting Chief Advisor to prepare documents and report of the project activities Preparing proper environment of experts' living and works Public relations of the project
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Activity	<ol style="list-style-type: none"> Plan and implement regular meeting of experts and Indonesian C/P to share information among them to manage daily problems in the project Manage Japanese project budget properly including those for the local purchase of equipment Keep close communication with experts, C/P, regional governments, JICA, and other related individuals/organizations and report the result to Chief Advisor Prepare document and/or report regarding the project activities Support long-term and short-term experts before, during, and after the stay in the project by preparing proper living and work environment Plan and implement public relations activities of the project
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Qualifications	Age limit	None			Experience	More than 10 years
	Academic Career	○ Ph.D. ○ Master <input checked="" type="radio"/> Bachelor ○ etc.			Other Qualifications	None
	Language	1st.	English	required	Language ability level	<input type="radio"/> a <input checked="" type="radio"/> b <input type="radio"/> c <input type="radio"/> d
		2nd.	Indonesia	required		<input type="radio"/> a <input checked="" type="radio"/> b <input type="radio"/> c <input type="radio"/> d
		Note				
Other necessary experience						

Annex 11 Terms of Reference for Japanese Long-Term Experts

3/3

Country: Indonesia

No.	Project Name	C/P organization/Place	Field	Duration	Dispatch Time
3	Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers	NAFED and IETC (Jakarta), RETPC (Surabaya, Medan, Makassar and Banjarmasin)	Marketing for Export Promotion	4 years	Jul-02

Background	To revitalize the Indonesian economy damaged by the economic crisis in 1997, SME promotion and export promotion are the prioritized programs of the Indonesian Government. At the same time, the Government has been proceeding the decentralization. In line with the policy, the Government plans to establish Regional Export Training and Promotion Centers (RETPCs) at major cities in regions in order to transfer the know-how on operating export training of IETC, which has received JICA's technical assistance for the past 13 years. For the establishment and capacity building of RETPCs, the Indonesian Government has requested the Japanese government to extend a new project-type technical cooperation. In the RETPCs, trade information and promotion services for which the demand is high among regional SMEs will be also dealt with along with export training.
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Object of the Dispatch	To transfer the know-how and technology in the field of trade promotion and information to Indonesian C/P.
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Expected Output	<ol style="list-style-type: none"> 1. Provide Indonesian C/P with guidance and advice on trade promotion and information services 2. Transfer the know-how on the needs survey targeted at regions SMEs 3. Transfer the know-how on planning and implementation of trade promotion and information services corresponding to the needs of SMEs in respective RETPCs (including the guidance at respective RETPCs)
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Activity	<ol style="list-style-type: none"> 1. Analyze the current activities of NAFED and give guidance and advice on them for improvement 2. Teach the C/P in Project Team and RETPCs how to implement effective needs survey to learn the real needs of SMEs in respective regions 3. Teach the C/P in Project Team and RETPCs how to plan and implement the trade promotion and information services that correspond the needs of SMEs in respective regions
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Qualifications	Age limit	None		Experience	More than 10 years	
	Academic Career	○ Ph.D. ○ Master <input checked="" type="radio"/> Bachelor ○ etc.		Other Qualifications	None	
	Language	1st.	English	required	Language ability level	○a ○b ○c ○d
		2nd.	Indonesia	desirable		○a ○b ○c <input checked="" type="radio"/> d
Other necessary experience	Note Experience on actual international trade business is desirable.					

Annex 12-1 Tentative List of Equipment to be Provided
by the Japanese side in Jakarta

No	Item	Quantity
1	File Server	1
2	Firewall	1
3	PC for Digital Contents Development	4
4	Digital Video Camera	1
5	Headphone with microphone	4
6	Color Ink-Jet Printer	2
7	Network Laser Printer (B/W)	1
8	Scanner	1
9	CD-R Automatic Duplicator	1
10	Router	1*
11	LAN Cable	1*
12	HUB	2*
13	UPS	6

Note) * : Actual quantities will be decided in accordance with the layout plan of network.

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Annex 12-2 Tentative List of Equipment to be provided
by the Japanese side in RETPCs in East Java Province

No	Item	Quantity
1	File Server	1
2	Firewall	1
3	PC for Digital Contents Development	2
4	PC for Library Management	1
5	PC for Information Retrieval in Library	1
6	PC for Training	20
7	Digital Still Camera	1
8	Headphone with microphone	22
9	Color Ink-Jet Printer	1
10	Network Laser Printer (B/W)	2
11	Scanner	1
12	Notebook PC for presentation	1
13	LCD Projector	1
14	Router	1*
15	ISDN Router HUB	1
16	LAN Cable	1*
17	HUB	4*
18	UPS	26
19	OHP (Direct Projector)	1
20	OHP Screen	1
21	White Board	4
22	Photocopy Machine	1

Note) * : Actual quantities will be decided in accordance with the layout plan of network.

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Annex 13 Functions of the Project Team and Responsibilities of Members

1. Functions

- a. Implementation of technical policy for training and trade promotion services.
- b. Formulation of standard, norm and guidance for training and trade promotion services, including IT utilization.
- c. Coordination and supervision of implementation and development of RETPCs.
- d. Preparation of policy formulation for RETPC development.
- e. Transfer of knowledge on training and trade promotion management to RETPCs
- f. Development of module and management tools of training using distance learning.
- g. Evaluation of the progress of RETPC's activities.

2. Composition and Responsibilities of Members

- a. Project Director
 - Responsible for policy formulation for RETPC development
 - Responsible for concluding TCA with the local government.
 - To bear overall responsibilities of project implementation
- b. Vice Project Director
 - To assist Project Director.
 - Responsible for administrative matters, including general affaires.
- c. Project Manager
 - Responsible for implementing managerial and technical matters of the project, including training and trade promotion.
 - Responsible for selecting NAFED/IETC personnel to be dispatched for the RETPCs top management.
- d. Vice Project Manager
 - To assist Project Manager in implementing the project especially in the field of training.
- e. Counterpart Personnel: NAFED and IETC officers to be assigned to the Project Team
 - To receive technical transfer from experts.
 - Responsible for project's substantive matters in their represented fields (Note).
- f. Administrative Staff
 - Responsible for supporting administrative matters of the project.
 - Responsible for leading and advising RETPC's staff in management operation.

(Note)

Under the project, the C/P of the Project Team will conduct transfer technology in training and promotion services to C/P at RETPCs. The technology transfer in the following areas will be conducted to C/P at RETPCs by C/P of the Project Team.

- a. Know-how for management of RETPCs
- b. Know-how in training management
- c. Development of training syllabus
- d. Identification of appropriate training instructors
- e. How to handle inquires from overseas countries
- f. Provision of trade-related information
- g. Provision of information on import regulations
- h. Others



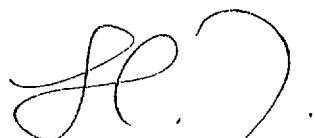
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List of Counterpart Personnel From NAFED

No	Name of Counterpart	Job Description
1	Syahril Safri	To coordinate the activities of NAFED's C/P and communicate with the RETPC's C/P
2	Sri Maryani	<u>Trade Promotion</u> <ul style="list-style-type: none"> • To receive the transfer of knowledge on Trade Promotion • To transfer of knowledge on Trade Promotion to RETPC
3	Dwi Rahayu	
4	Ichwan Aman	
5	Suprayogo	
6	Hamidi Umar	
7	Gunawan Sanusi	
8	Rufina Ginting	
9	Sahala Aritonang	
10	Sutrisni	
11	Edison Hutabarat	<u>Information Technology</u> <ul style="list-style-type: none"> • To receive the transfer of knowledge on information technology • To transfer of knowledge on information technology to RETPC
12	Syahril Nazar	
13	Andang Iskandar	
14	Tajul Arifin	
15	Widi Haryono	
16	Bambang Purnomo	
17	Abu Amar	
18	Donnawati	

List of Counterpart Personnel from IETC

No	Name of Counterpart	Job Description
1	Susijanti (Coordinator)	- To coordinate the activities of IETC's C/P and communicate with the RETPC's C/P
2 3 4 5 6	Maulani Chandrine Mestika Dewi Respati Dyah Denri Purba Viviarini	- To transfer training management system to RETPC - To lead & advice RETPC in operational management and administration
7 8 9 10 11	Titik Farida Wawan Sudarmawan Utari Kurnianingsih Handaya Retno Merry Maryati	To receive transfer of knowlegde in the curriculum development for distance learning
12 13 14 15 16 17 18	Itmiwardi Ariful Fuadi Irwan Syafrul Wijaya Didik Widijawati Ramdani Sukendro	To receive transfer of knowledge on the technical matters of distance learning technology




**Annex 15 QUALIFICATION FOR REGIONAL EXPORT TRAINING AND PROMOTION CENTER
MANAGEMENT STAFF**

NO.	POSITION	LETC/ NAFED	REGIONAL GOVERNMENT	QUALIFICATION
1.	Head	1 person		S1 Degree or who has related experience with JICA C/P
2.	Vice Head		1 person	S1
3.	Manager of Training Division	1 person		S1 Degree or who has related experience with JICA C/P
4.	Manager of Export Promotion and Information Division	1 person		S1 Degree or who has related experience with JICA C/P
5.	Manager of Administration Division		1 person	D3 Degree/Senior High School
6.	Vice Manager of Export Promotion and Information Division		1 person	D3 Degree/Senior High School
7.	Vice Manager of Training Division		1 person	D3 Degree/Senior High School
8.	Staff for Training Operation		1 person	D3 Degree/Senior High School
9.	Staff for Export Promotion/Buyer Reception Desk (BRD) Service		1 person	D3 Degree/Senior High School
10.	Staff for Data Bank and On line Service		1 person	D3 Degree/Senior High School
11.	Administration Staff		1 person	D3 Degree/Senior High School
12.	Finance Staff		1 person	D3 Degree/Senior High School
13.	Logistic Staff		1 person	D3 Degree/Senior High School
	Total	3 person	10 person	

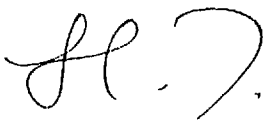
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Annex 16 List of Counterpart Personnel in East Java RETPC

NO	NAME	POSITION	ORIGINAL INSTITUTION
1.	Dra. Utari Kurnianingsih	Head of Center	IETC
2.	Dra. Hendrawati	Vice Head of Center	Dinas
3.	Wijaya	Manager of Training Division	IETC
4.	Suprayogo, Msi	Manager of Export Promotion and Information Division	NAFED
5.	Ir. Sukarsih	Manager of Administration Division	Dinas
6.	Dra. Rasmiarsih	Vice Manager of Export Promotion and Information Division	Dinas
7.	Dra. Nuryati Dibyo Miarso	Vice Manager of Training Division	Dinas
8.	Dra. Endang Purwani	(Staff RETPC)	Dinas
9.	Ika Rahmita Fitri Tjahyani	(Staff RETPC)	Dinas
10.	Ninik Margarini	(Staff RETPC)	Dinas
11.	Syaiful Yassan	(Staff RETPC)	Dinas
12.	Agung Priyono	(Staff RETPC)	Dinas

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Annex 17-1 LIST OF NAFED COUNTERPART BUDGET F.Y. 2002
REGARDING THE ESTABLISHMENT OF RETPC IN SURABAYA

No	PROGRAM	UNIT	UNIT PRICE	AMOUNT
	GRAND TOTAL			1.175.668.400
1.	Honorarium			113.300.000
	- Chalman of the RETPC Project Team (1 person x 12 month)	12,00 OB	350.000	4.200.000
	- Vice Chairman of the RETPC Project Team (1 person x 12 month)	12,00 OB	300.000	3.600.000
	- Members of the RETPC Project Team (6 person x 12 month)	72,00 OB	250.000	18.000.000
	- NAFED Counterpart (35 person x 10 month)	350,00 OB	100.000	35.000.000
	- Joint Coordinating Committee (10 person x 5 month)	50,00 OB	250.000	12.500.000
	- Director of RETPC (1 person x 8 month)	8,00 OB	2.000.000	16.000.000
	- Manager of RETPC (2 person x 8 month)	16,00 OB	1.500.000	24.000.000
2.	Office Equipment			
	- Office equipment and computer suppliers 12 month x 1 package	12,00 Pkt	2.000.000	24.000.000
3.	Travelling / Allowances			67.618.400
	- Ticket (3 persons x 6 time)	18,00 OD	1.318.800	23.738.400
	- Ticket (5 persons x 6 time)	30,00 OD	400.000	12.000.000
	- Daily allowances (8 persons x 6 time x 4 days)	192,00 OD	140.000	26.880.000
	- Local transport (5 persons x 10 month)	50,00 OB	100.000	5.000.000
4.	Other Expenses			357.750.000
	- Programming of RETPC plan (1 activity x 1 Package)	1,00 Pkt	5.000.000	5.000.000
	- Meeting and program discussion (10 persons x 3 time x 1 package)	30,00 OB	50.000	1.500.000
	- In house training for RETPC members (3 persons x 1 Package)	3,00 Pkt	5.000.000	15.000.000
	- Training for East Java regional staf in Jakarta (3 persons x 10 days)	30,00 OB	100.000	3.000.000
	- Custom handling preparation and equipment from Japan ald (3 time x 1 package)	3,00 Pkt	3.000.000	9.000.000
	- IT hardware & software transportation (3 time x 1 package)	3,00 Pkt	3.000.000	9.000.000
	- Home rent / accommodation for the Director of RETPC & Co-ordinator in Surabaya (3 persons x 1 package x 1 year)	3,00 Pkt	7.500.000	22.500.000
	- Consultation meeting with related institutions (50 persons x 5 time x 1 package)	250,00 OD	75.000	18.750.000
	- Development of Mini Library (1 activity x 1 package)	1,00 Pkt	45.000.000	45.000.000
	- Development of Mini Display (1 activity x 1 package)	1,00 Pkt	45.000.000	45.000.000

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No	PROGRAM	UNIT	UNIT PRICE	AMOUNT
	- Development of of enquiries & Information services counter (1 activity x 1 package)	1,00 Pkt	10.000.000	10.000.000
	- Inauguration of RETPC (1 activity x 1 package)	1,00 Pkt	15.000.000	15.000.000
	- Collecting, sorting, entry / process of the information service documents (1 activity x 6 month)	6,00 bin	3.000.000	18.000.000
	- Business/consultation meeting (4 activity x 1 package)	4,00 Pkt	750.000	3.000.000
	- Distribution of enquiry/importer information to the East Java enterprises (1 package x 6 month)	6,00 Pkt	750.000	4.500.000
	- Letters/fax (1 package x 6 month)	6,00 Pkt	750.000	4.500.000
	- Operational budget for promotion & information services (1 package x 6 month)	6,00 Pkt	1.000.000	6.000.000
	- Collecting information and book for Mini Library (1 activity x 6 month)	6,00 bin	1.000.000	6.000.000
	- Operational budget for training (4 activity x 1 package)	4,00 Pkt	2.250.000	9.000.000
	- Collecting, process & preparing training report (4 activity x 1 package)	4,00 Pkt	2.500.000	10.000.000
	- Collecting, process & preparing RETPC Program (4 activity x 1 package)	4,00 Pkt	500.000	2.000.000
	- Process and preparing RETPC report (1 activity x 12 month)	12,00 Pkt	750.000	9.000.000
	- Press Conference and TV (4 activity x 1 package)	4,00 Pkt	5.000.000	20.000.000
	- Copying/reproducing (1 activity x 12 month)	12,00 Pkt	1.000.000	12.000.000
	- Telephone billing (3 lines x 8 month)	24,00 bin	1.000.000	24.000.000
	- Internet/network/LAN maintenance (1 activity x 1 package)	1,00 Pkt	20.000.000	20.000.000
	- Maintaining of display goods (1 activity x 1 package)	1,00 Pkt	5.000.000	5.000.000
	- Maintaining of operational vehicles (8 month x 1 unit)	8,00 Pkt	750.000	6.000.000
5.	LAND AND BUILDING			445.000.000
	- Planning Consultant (1 activity x 1 package)	1,00 Pkt	45.000.000	45.000.000
	- Building renovation (1 activity x 1 package)	1,00 Pkt	400.000.000	400.000.000
6	EQUIPMENT AND MACHINERY			168.000.000
	- Vehicles procurement (1 activity x 1 Unit)	1,00 Unit	150.000.000	150.000.000
	- Computer and printer procurements (1 activity x 2 Unit)	2,00 Unit	9.000.000	18.000.000

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COUNTERPART BUDGET FOR RETPC
IN SURABAYA

I. FACILITIES

A. Meeting Room

1. Round Table (1) + Chairs (20)	:	20,00 Mill.
2. White Board (1)	:	1,00 Mill.
3. Filing Cabinet (1)	:	3,00 Mill.

B. Classrooms (2 classes + 1 Auditorium)

1. Auditorium (104 chairs)	:	182,00 Mill.
2. Podium (1)	:	3,00 Mill.
3. White Board (2)	:	2,00 Mill.
4. Table + Chair (54)	:	94,50 Mill.

C. Computer Room

1. Table + Chairs (21)	:	36,75 Mill.
2. White Board (1)	:	1,00 Mill.

D. Management Room

1. Table + Chairs (12)	:	21,00 Mill.
2. Cupboard (1)	:	4,00 Mill.
3. Filing Cabinet (4)	:	4,00 Mill.
4. Computer Table + Chairs (4)	:	7,00 Mill.

E. Director's Room

1. Table + Chairs (1)	:	6,00 Mill.
2. Cupboard (1)	:	4,00 Mill.
3. Sofa (1)	:	5,00 Mill.

F. Mini Library

1. Table Big (1)	:	4,00 Mill.
2. Chairs (10)	:	7,50 Mill.
3. Book Case (1)	:	10,00 Mill.
4. Magazine Case (1)	:	7,00 Mill.
5. Reception Desk (1)	:	2,00 Mill.

G. Instruktur Room		
1. Table + Chair (6)	:	10,50 Mill.
2. White Board (1)	:	1,00 Mill.

H. Storage		
1. Cabinet (2)	:	5,00 Mill.

I. Pantry		
1. Cabinet (1)	:	2,50 Mill.
2. Washing Baston	:	5,00 Mill.

Sub Total 456,25 Mill.

II. OFFICE FACILITIES

1. Telephone (2 lines)	:	3,00 Mill.
2. Facsimile (1 line)	:	5,00 Mill.
3. ISDN (3 lines)	:	7,50 Mill.
4. AC (8)	:	80,00 Mill.
5. Sound System (2)	:	20,00 Mill.
6. OHP + Screens (2)	:	20,00 Mill.
7. Curtain (440 m)	:	24,20 Mill.

Sub Total 159,70 Mill.

III. BUDGET FOR TRAINING IPLEMENTATION

1. Face to face Training		
- 2 batches x Rp. 27.236.000,-	:	54,472 Mill.
2. Distance Learning Training		
- 2 batches x Rp. 17.750.000,-	:	35,500 Mill.

Sub Total 4 bathes 89,972 Mill.

IV. OPERATIONAL COSTS 160,00 Mill.

V. HONORARIUM

For Local Staff 99,00 Mill.

GRAND TOTAL 970,922 Mill.

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Annex 18 Export Values and Commodities of the 4 Model Regions

**INDONESIAN EXPORT FROM EAST JAVA
BY COMMODITY, 1996-JUNE 2001**

NO.	SITC	COMMODITY	1996 US\$ 000	1997 US\$ 000	1998 US\$ 000	1999 US\$ 000	2000 US\$ 000
		PETROLEUM AND NATURAL GAS	57	11	32,053	65,373	47,174
		NON PETROLEUM AND NATURAL GAS	3,884,612	4,236,602	5,303,255	4,590,228	5,719,068
1	641	PAPER AND PAPERBOARD	258,227	233,639	315,756	390,290	549,406
2	821	FURNITURE AND PARTS THEREOF	301,534	179,802	118,994	358,667	479,324
3	036	CRUSTACEANS MOLLUSCS AND AQUATIC INVERTEBRATES	236,945	248,445	287,504	279,877	404,916
4	682	COPPER	9,025	5,028	3,284	237,154	327,869
5	642	PAPER AND PAPERBOARD CUT TO SIZE OR SHAPE AND ARTICLES OF PA	185,983	162,045	182,205	253,936	314,236
6	851	FOOTWEAR	361,086	255,462	230,820	240,952	272,126
7	635	WOOD MANUFACTURES, N.E.S	228,417	149,189	66,974	181,579	235,785
8	514	NITROGEN-FUNCTION COMPOUNDS	124,589	171,950	172,042	132,867	191,499
9	634	VENEERS, PLAYWOOD, IMPROVED OR RECONSTITUTED WOOD, WORKED	240,446	188,161	98,915	173,413	189,895
10	653	FABRICS, WOVEN, OF MAN-MADE FIBRES	34,853	27,460	70,379	77,025	109,978
11	697	HOUSEHOLD EQUIPMENT OF BASE METAL N.E.S.	98,707	62,121	85,962	98,723	108,124
12	651	TEXTILE YARN	57,515	50,270	49,671	60,997	87,075
		Sub-total of 1 to 12 (a)	2,137,329	1,733,571	1,684,504	2,485,580	3,270,232
		% of (a) against total non-oil/gas export from province	55.0%	40.9%	31.8%	54.1%	57.2%

Source: BPS

**INDONESIAN EXPORT FROM NORTH SUMATRA
BY COMMODITY, 1996-JUNE 2001**

NO.	SITC	COMMODITY	1996 US\$ 000	1997 US\$ 000	1998 US\$ 000	1999 US\$ 000	2000 US\$ 000
		PETROLEUM AND NATURAL GAS	9	91	181	2	-
		NON PETROLEUM AND NATURAL GAS	3,100,041	3,443,464	2,713,459	2,606,214	2,437,917
1	422	FIXED VEGET. FATS & OILS SOLID, CRUDE REFINED OR FRACTIONED	588,364	984,519	563,430	852,767	681,875
2	231	NATURAL RUBBER LATEX, NATURAL RUBBER & SIMILAR NATURAL GUMS	756,800	589,411	411,393	315,575	324,273
3	684	ALUMINIUM	252,677	259,946	156,414	95,288	234,176
4	036	CRUSTACEANS MOLLUSCS AND AQUATIC INVERTEBRATES	216,676	167,228	137,179	132,650	139,118
5	634	VENEERS, PLAYWOOD, IMPROVED OR RECONSTITUTED WOOD, WORKED	189,343	161,815	97,558	125,968	136,688
6	635	WOOD MANUFACTURES, N.E.S	100,048	117,209	79,494	120,416	119,625
7	071	COFFEE AND COFFEE SUBSTITUTE	89,575	97,837	113,559	107,494	87,191
8	848	ARTICLE OF APPARELS & CLOTHING ACCES. OF OTH THAN TEX. FAB.	30,844	45,499	58,123	53,915	51,253
9	431	ANIMAL AND VEGET. OIL & FATS PROCESSED & WAX OF ANIM./VEGET.	117,412	41,874	221,370	72,455	48,355
10	821	FURNITURE AND PARTS THEREOF	56,136	54,884	28,968	45,445	45,952
11	091	MARGARINE AND SHORTENING	-	576	14,430	50,412	44,038
12	122	TOBACCO MANUFACTURED	70,156	89,286	61,872	53,910	56,961
		Sub-total of 1 to 12 (a)	2,468,130	2,629,898	1,943,788	2,026,495	1,951,504
		% of (a) against total non-oil/gas export from province	79.6%	76.4%	71.6%	77.8%	80.0%

Source: BPS

**INDONESIAN EXPORT FROM SOUTH SULAWESI
BY COMMODITY, 1996-JUNE 2001**

NO.	SITC	COMMODITY	1996 US\$ 000	1997 US\$ 000	1998 US\$ 000	1999 US\$ 000	2000 US\$ 000
		PETROLEUM AND NATURAL GAS	35	-	-	776	-
		NON PETROLEUM AND NATURAL GAS	594,578	528,384	549,129	610,118	615,380
1	284	NICKEL ORES AND CONCENTRATES	217,219	171,948	95,784	181,899	240,978
2	072	C O C O A	147,330	167,995	235,004	202,468	153,465
3	036	CRUSTACEANS MOLLUSCS AND AQUATIC INVERTEBRATES	93,061	70,601	81,990	76,251	97,957
4	661	LIME, CEMENT AND FABRICATED CONSTRUCTION MATERIALS	2,783	7,468	13,250	20,216	23,822
5	634	VENEERS, PLAYWOOD, IMPROVED OR RECONSTITUTED WOOD, WORKED	24,898	21,118	22,808	31,798	23,481
6	635	WOOD MANUFACTURES, N.E.S	12,159	5,996	1,587	6,837	12,875
7	034	FISH FRESH, CHILLED OR FROZEN	6,336	3,185	2,833	7,624	11,084
8	057	FRUIT AND NUTS FRESH OR DRIED	6,611	6,272	5,645	16,708	8,413
9	071	COFFEE AND COFFEE SUBSTITUTE	9,027	9,456	10,503	8,873	7,451
10	821	FURNITURE AND PARTS THEREOF	10,067	807	1,139	3,933	6,386
11	292	CRUDE VEGETABLE MATERIALS, N.E.S	5,373	1,111	704	5,530	4,697
12	248	WOOD SIMPLY WORKED AND RAILWAY SLEEPER OF WOOD	3,139	231	563	3,669	4,020
		Sub-total of 1 to 12 (a)	538,032	466,189	471,811	565,806	594,629
		% of (a) against total non-oil/gas export from province	90.5%	88.2%	85.9%	92.7%	96.6%

Source: BPS

**INDONESIAN EXPORT FROM SOUTH KALIMANTAN
BY COMMODITY, 1996-JUNE 2001**

NO.	SITC	COMMODITY	1996 US\$ 000	1997 US\$ 000	1998 US\$ 000	1999 US\$ 000	2000 US\$ 000
		PETROLEUM AND NATURAL GAS	-	-	-	-	-
		NON PETROLEUM AND NATURAL GAS	1,178,868	1,158,823	943,673	1,009,069	942,415
1	321	COAL, PULVERIZED OR NOT	316,850	458,247	445,328	474,315	464,522
2	634	VENEERS, PLAYWOOD, IMPROVED OR RECONSTITUTED WOOD, WORKED	688,837	530,597	342,312	406,556	352,982
3	635	WOOD MANUFACTURES, N.E.S	47,917	46,354	29,732	35,130	51,521
4	036	CRUSTACEANS MOLLUSCS AND AQUATIC INVERTEBRATES	17,636	17,695	13,978	15,413	16,158
5	248	WOOD SIMPLY WORKED AND RAILWAY SLEEPER OF WOOD	25,424	17,800	8,188	11,282	15,045
6	231	NATURAL RUBBER LATEX, NATURAL RUBBER & SIMILAR NATURAL GUMS	41,458	20,075	17,679	16,457	13,061
7	821	FURNITURE AND PARTS THEREOF	5,891	4,146	1,889	4,973	5,841
8	247	WOOD IN THE ROUGH OR ROUGHLY SQUARE	-	-	855	1,352	5,212
9	899	OTHER MISCELLANEOUS MANUFACTURED ARTICLE, N.E.S	18,505	11,475	4,511	5,053	5,107
10	897	JEWELLERY, GOLDSMITHS & SILVERSMITHS WARES & OTHER ARTICLES	-	-	33,807	4,840	3,000
11	661	LIME, CEMENT AND FABRICATED CONSTRUCTION MATERIALS	-	450	299	5,234	2,870
12	061	SUGAR, MOLASSE AND HONEY	1,752	1,286	-	-	1,276
		Sub-total of 1 to 12 (a)	1,164,299	1,108,124	898,579	980,606	936,596
		% of (a) against total non-oil/gas export from province	98.8%	95.6%	95.2%	97.2%	99.4%

Source: BPS

Annex B.

List of Auction's Team Members

Chairperson: Bambang Widiarto, Regional Board of Industry and Trade

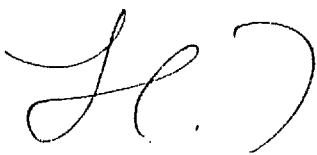
Secretary: Pudjo Hartono, Regional Board of Industry and Trade

Members:

1. Suprayogo, NAFED
2. Djoko Purwono, Regional Board of Industry and Trade
3. Ichwan Aman, NAFED
4. Maulani, IETC
5. Gunadi, Regional Board of Industry and Trade

Monitoring Team/Receiving Goods & Services

1. Sahala Aritonang, NAFED
2. Irwan Panduwahyono, Regional Board of Industry and Trade



Annex C.

Tentative Agenda for
Renovation Auction Of Regional Trade & Industry's Building
Surabaya, East Java

No.	Agenda	Scheduled	Activities
1	1 st technical meeting	January 16-17, 2002	<ul style="list-style-type: none"> • Inspection for Auction preparation • Team formation (chairperson, secretary, members) • Team work plan
2	Auction preparation/arrangement of Auction document substance/ pre-Auction	January 18, 2002	<ul style="list-style-type: none"> • Assignment of HPS/OE • Assignment methods for procurement of goods or services • Arrangement of procurement document, such as: <ul style="list-style-type: none"> - Invitation - Pre-Auction guidance - Instruction for bidder - General terms of contract - Special terms of contract - List of inventory & prices - Technical aspects/design - Others
3	2 nd Technical Meeting	End of January 2002	<ul style="list-style-type: none"> • Auction Team • Discussion of RKS and other terms
4	Auction's publication in local news paper	February 4-5 2002	<ul style="list-style-type: none"> • Auction's publication and registration • Pre-qualification invitation
5	Taking of pre-qualification document	February 6-8, 2002	<ul style="list-style-type: none"> • Pre-qualification for Auction's participants
6	Sending back pre-qualification document	February 18-20, 2002	
7	Examination of participant's pre-qualification documents	February 21-25, 2002	<ul style="list-style-type: none"> • Examination of pre-qualification documents
8	Announcement of pre-qualification passing bidder	February 26-27, 2002	<ul style="list-style-type: none"> • Announcement of passing bidder • Invitation for anwizung
9	Explanation/Aanwizung	February 28, 2002	<ul style="list-style-type: none"> • Pre-qualification passing bidder • OE estimation
10	Taking of document	March 1-5, 2002	<ul style="list-style-type: none"> • Taking of document
11	Sending back and opening of bidding price document	March 8, 2002	<ul style="list-style-type: none"> • Price evaluation
12	Winner's assignment proposal	March 12, 2002	<ul style="list-style-type: none"> • Price aspect in collaboration with technical aspect (experiences, equipment, experts, capital, etc) • Team's proposal to the Project Director of P3IE BPEN.
13	Assignment of winner	March 13, 2002	<ul style="list-style-type: none"> • Verified by Project Director
14	Announcement of winner	March 14, 2002	<ul style="list-style-type: none"> • By Project Director
15	Pausing period	March 14-21, 2002	<ul style="list-style-type: none"> • 36 work days according to Keppres RI 18/2000 that are from announcement stage to the signing of SPMK

16	Issuance of Auction winner's letter	March 22, 2002	
17	Contract of Activities	March 25, 2002	
18	Making of SPMK's Activities	March 26, 2002	
19	Implementation	March 26 - End of May 2002	
20	Monitoring	<ul style="list-style-type: none"> - Mid of April 2002 - Mid of May 2002 - End of May 2002 	<ul style="list-style-type: none"> • Auction Team • Monitoring Team • Reported to the Regional Board of Trade and Industry and Chairman of NAFED

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Annex D Annual Plan of Operation (APO) for FY 2002 (Draft)
for the Establishment and Capacity Building of Regional Export Training & Promotion Centers

Activities	Apr 02				May 02				June 02				July 02				August 02				September 02				October 02				November 02				December 02				January 03				February 03				March 03			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Terms of Technical Cooperation	←-----1st Stage-----→-----End Stage-----→																																															
1 Management and operation system of the project is established at respective RETPCs to provide export training and information / promotion services through collaboration with the Project Team.																																																
1-1 Organize the Project Team, assign C/P from NAFED AND IETC, and allocate the budgets for the Project.																																																
1-1-A Preparation of office for Project Team																																																
1-1-B Allocation of C/P from NAFED/ IETC																																																
1-1-C Budget Allocation																																																
1-1-D Organize Joint Coordinating Committee (JCC)																																																
1-2 Set-up RETPCs in Surabaya.																																																
1-2-A Preparation of office for RETPC																																																
1-2-B Assignment of C/P at RETPC																																																
1-2-C Budget Allocation																																																
1-2-D Organize Advisory Committee																																																
1-2-E Getting of Retribution License																																																
1-3 Build up a close communication channel for the smooth implementation of the project.																																																
1-3-A Dispatch Head and Managers for Project Team																																																
1-3-B Periodical Survey																																																
1-4 Prepare medium and short-term management and operation plans for RETPCs, assign C/P and receive allocation of budgets for operating costs of the centers in accordance with the plans.																																																
1-5 Carry out public relations of the project.																																																
1-6 Review management and operation of RETPCs periodically and feedback review results for improvement of the export training and information/ promotion services to SMEs.																																																
1-6-A Monthly Activity Report																																																
1-6-B Yearly Joint Managers Meeting																																																
2 C/P at RETPCs are skilled in managing export training services (Face to Face)																																																
2-1 Transfer a set of skills and know-how for planning and management of training courses to C/P at RETPCs.																																																
2-1-A Train C/P of the Project Team for Annual Implementation plan of training services.																																																
2-2 Conduct training needs survey and its analysis in respective regions (2 times need survey / year at the beginning stage, 3 times need survey / year towards end of Project.)																																																
2-2-A Selection of SMEs for Survey																																																
2-2-B Making of Question & Answer Sheet																																																
2-2-C Visiting of Selected SMEs																																																
2-2-D Interview of Related Organization																																																
2-2-E Collecting of information from Books & Magazines																																																
2-3 Train C/P at RETPCs in planning and managing training courses based on results of the local needs analysis.																																																
2-3-A To organise Community																																																
2-3-B Curriculum Design for Training Course																																																
a Analysis of Needs																																																
b Decision of Contents & Component for Training Course																																																

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o

Activities	Apr 02				May 02				June 02				July 02				August 02				September 02				October 02				November 02				December 02				January 03				February 03				March 03															
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV																
Terms of Technical Cooperation													1st Stage																																															
2-3-C Decision of Date & Number of Participant																																																												
2-3-D Recruiting of Instructors																																																												
2-3-E Decision of Training Fee (Including Looking for Sponsor)																																																												
2-4 Make adjustment on existing educational contents to be used for training courses at RETPCs, based on the results of local needs survey in respective regions.																																																												
2-5 Train C/P at RETPCs in implementing of Training Course																																																												
2-5-A Promotion of Training Course																																																												
2-5-B Recruiting of Participant																																																												
2-5-C Making of Educational Contents																																																												
2-5-D Preparation of Implementation for Training Course																																																												
2-5-E Implementation of Training Course																																																												
2-5-F Preparation of Evaluation Sheet																																																												
2-5-G Fee for Instructor																																																												
2-5-H Analysis of Evaluation Result from Participant																																																												
3 C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for training services.																																																												
3-1 Install IT equipment and facilities at RETPCs and IETC for training services.																																																												
3-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.																																																												
3-3 Train C/P of the Project Team for Annual implementation plan of training services.																																																												
3-4 Train C/P of RETPCs and the Project Team for basic techniques to develop and prepare educational contents for training services.																																																												
3-4-A Digitalize of Teaching Material for Training Course																																																												
a Basic logic to make educational contents of multimedia																																																												
b Selection of Educational Contents																																																												
c Training to utilize equipment for Development Educational Contents and Software																																																												
d Making of Digital Educational Contents																																																												
e Delivery Service to neighbor province (by CD-ROM, Internet)																																																												
f Periodical Up-date of Educational Contents																																																												
3-5 Assist C/P of RETPCs and the Project Team in conducting training services as an on-the-job-training (OJT).																																																												
3-5-A Design of Training Course																																																												
a Curriculum Design for Training Course																																																												
b Recruiting of Instructors																																																												
c Decision of Training Fee (Including Looking for Sponsor)																																																												
3-5-B Preparation for Training Course																																																												
a Making of Educational Contents (Flipchart, A handout)																																																												
b Train C/P of RETPCs and the Project Team to obtain lecture technique of using TV conference System																																																												
c Rental of Equipment for TV Conference System																																																												
3-5-C Train C/P at RETPCs in Operating of Training Course																																																												
a Promotion of Training Course																																																												
b Recruiting of Participant																																																												
c Preparation of Implementation for Training Course																																																												
d Implementation of Training Course																																																												
e Preparation of Evaluation Sheet																																																												
f Fee for Instructor																																																												
3-5-D Analysis of Evaluation Result from Participant																																																												

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Activities	Apr 02				May 02				June 02				July 02				August 02				September 02				October 02				November 02				December 02				January 03				February 03				March 03			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Terms of Technical Cooperation	←-----1st Stage-----→-----2nd Stage-----→																																															
4 C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).																																																
4-1 Install equipment and supplies necessary for the provision of trade information and promotion services at RETPCs and IETC.																																																
4-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment.																																																
4-3 Give advice to C/P of RETPCs and the Project Team on provision of trade information and promotion.																																																
4-4 Train C/P of RETPCs and the Project Team for identification of needs of SMEs in trade information and promotion.																																																
4-5 Train C/P of RETPCs and the Project Team for provision of trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information) in accordance with the needs of SMEs.																																																
5 C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services.																																																
5-1 Install IT equipment and facilities at RETPCs and IETC for trade information and promotion services.																																																
5-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.																																																
5-3 Train C/P of the Project Team in preparing implementing plans for trade information and promotion services.																																																
5-4 Train C/P of RETPCs and the Project Team in basic techniques for trade information and promotion services (including processing and dissemination of information).																																																
5-5 Train C/P of the Project Team for management and utilization of IT and network applications in the area of trade promotion (virtual exhibition).																																																
5-6 Assist C/P of RETPCs and the Project Team in conducting trade information and promotion services as an on-the-job training.																																																
6 C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.																																																
6-1 Record and document all relevant procedures for establishment of a RETPC as the project proceeds.																																																
6-2 Classify procedures into general (or common) and special procedures in the light of replication to other regions.																																																
6-3 Preparation of manuals or check lists for replication of Capacity building of RETPCs in other regions																																																
6-4 Train C/P at the Project Team for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria.																																																
6-5 Train C/P at the Project Team for preparing plans for technology transfer towards RETPCs.																																																

*1. Japanese fiscal year starts in April and end in March.
 *2. Indonesian fiscal year starts in January and end in December.
 *3 This schedule is subject to change in accordance with the progress of the Project.

Annex E Annual Tentative Schedule of Implementation (ATSI) for FY2002 (Draft)
 for the Establishment and Capacity Building of Regional Export Training & Promotion Center

Fiscal Year	Apr 02				May 02				June 02				July 02				August 02				September 02				October 02				November 02				December 02				January 03				February 03				March 03			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Term of Technical Cooperation	1st Stage																2nd Stage																															
Japanese Side																																																
1. Dispatch of Study Team 1-1 Project Consultation Team																																																
2. Dispatch of Long-term Experts 2-1. Chief Advisor 2-2. Marketing for Export Promotion 2-3. Project Coordinator																																																
3. Short Term Experts	Necessary number of short-term experts will be dispatched at appropriate time.																																															
4. Training of C/P Personnel 4-1. In Japan (0-3 C/P will be accepted per year, if necessary) 4-2. In Jakarta 4-3. at RETPC by NAFED/ETC	0-3 C/P will be accepted per year, if necessary.																																															
5. Provision of Equipment and Machinery 5-1 (IETC) Equipment for developing digital contents for training, on-line information and promotion. a Procurement of Equipment b Delivery & Inspection of Quality c Trial run & Guidance how to use d Maintenance 5-2 (RETPCs:Surabaya) Equipment for distance learning and training such as PCs. a Procurement of Equipment b Delivery & Inspection of Quality c Trial run & Guidance how to use d Payment e Maintenance 5-3 (RETPCs:Surabaya) Materials for information dissemination such as books, catalogues, and magazines.																																																

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Fiscal Year	Apr 02				May 02				June 02				July 02				August 02				September 02				October 02				November 02				December 02				January 03				February 03				March 03			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Term of Technical Cooperation	1st Stage																2nd Stage																															
Indonesian Side																																																
1. C/P Personnel																																																
1-1 by NAFED/ IETC																																																
1-1-1 Project Team																																																
a Project Director																																																
b Vice Project Director																																																
c Project Manager (Director of CEIT)																																																
d Vice Project Manager (Director of IETC)																																																
e C/P (NAFED and IETC Staff)																																																
f Administrative Staff (NAFED and IETC Staff)																																																
1-1-2 Allocation of C/P Personnels for RETPCs by NAFED/ IETC																																																
a Head of RETPC (from NAFED)																																																
b Head of Trining Division (from NAFED)																																																
c Head of Information Division (from NAFED)																																																
1-2 by Local Government (Surabaya)																																																
1-2-1 Allocation of C/P Personnels for RETPCs																																																
a Vice Head of RETPC (from Local Government Province)																																																
b Head of Administrative Division (from Local Government Province)																																																
c C/P (from Local Government Province)																																																
2. Equipment & Facilities																																																
2-1 by NAFED/ IETC																																																
2-1-1 Offices, facilities and supplies for Project Team																																																
a Setting of Facilities and Supplies																																																
b Setting of ISDN Lines																																																
2-1-2 Equipment, Books, Catalogs, Magazines for RETPC																																																
2-2 by Local Government (Surabaya)																																																
2-2-1 Offices, facilities and supplies for Surabaya																																																
a Setting of Facilities and Supplies																																																
b Setting of ISDN Lines																																																
2-2-2 Management of Renovation Work for RETPC (Surabaya, Medan, Makassar)																																																
a Procurement of Contractor																																																
b Renovation Work																																																
	Surabaya																				Medan, Makassar																											
3. Project Budget																																																
3-1 by NAFED/ IETC																																																
3-1-1 Project Budget																																																
a Project Budget for Project Team																																																
b Project Budget for RETPC (Surabaya)																																																
c Project Budget for RETPC (Medan)																																																
d Project Budget for RETPC (Makassar)																																																
3-1-2 Renovation cost for RETPC																																																
a for RETPC (Surabaya)																																																
b for RETPC (Medan)																																																
c for RETPC (Makassar)																																																
3-2 by Local government																																																
3-2-1 Operation cost of RETPCs (incl. maintenance of building, training and trade promotion facilities)																																																
a for RETPC (Surabaya)																																																
b for RETPC (Medan)																																																
c for RETPC (Makassar)																																																

Note 1. Japanese fiscal year starts in April and ends in March.
 2. Indonesian fiscal year starts in January and ends in December.
 3. This schedule is subject to change in according with the progress of the Project.

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Annex F List of Attendants

Japanese Side

1. Project Design Team
 - Mr. Hidetoshi TAKAMA Leader
 - Mr. Toshio ASAKURA Trade Promotion
 - Ms. Asuka OKAYAMA Cooperation Planning
2. Project Design Team on J-net
 - Mr. Akihiko MORINAGA System Operating Planning
3. The Human Resource Development in Trade Sectors Project
 - Mr. Shoji KOMURA Long-term Expert
 - Mr. Shigeki SUGIYAMA Short-term Expert
4. JICA Experts
 - Mr. Akira OKUYAMA JICA Expert
 - Mr. Tsutomu NAGAE JICA Expert
5. JICA Indonesia Office
 - Mr. Hisao ANDO Assistant Resident Representative
 - Mr. Hari Ramadhan Program Officer

Indonesian Side

1. National Agency for Export Development (NAFED)
 - Mr. Gusmardi Bustami Chairman
 - Mr. Fauzi Aziz Secretary
 - Ms. Nus Nuzulia Ishak Director, Center for Export Information and Training (CEIT)
 - Mr. Sjahril Sjafri Head of Information Services and Export Training Division, CEIT
 - Mr. Gunawan Sanusi Head of Collecting and Processing Data Div., CEIT
 - Mr. Edison Hutabarat Head of Information Network and Database Div., CEIT
 - Mr. Sahala Aritonang Head of Administration Sub-division, CEIT
 - Mr. Suprayogo CEIT
 - Mr. Bambang Purnomo CEIT
2. Indonesia Export Training Center (IETC)
 - Ms. Ratna Djuwita Director
 - Mr. Maulani Head of Cooperation and Promotion Section
 - Ms. Utari Kurnianingsih Export Marketing Training
 - Ms. Susijanti Consultation Coordinator
 - Ms. Chandrini Mestika Dewi Head of Cooperation Sub-section
3. Industry and Trade Office of East Java Province
 - Mr. Cipto Budiono Vice Head
 - Drs. Dhidhi Teguh Wiyono Head, Foreign Trade Division
 - Ms. Liri L. Idham Chief, Promotion and Foreign Cooperation Section, Foreign Trade Division

