

Japan International Cooperation Agency (JICA)  
Ministry of Industry and Trade, Republic of Indonesia

Study  
On  
Human Resource Development for SMEs  
Focused on Manufacturing Industries  
In  
Republic of Indonesia

**Final Report**

September 2004

UNICO International Corporation

## **Preface**

In response to a request from the Government of Republic of Indonesia, the Government of Japan decided to implement “The Study on Human Resource Development for SMEs Focused on Manufacturing Industries in Republic of Indonesia” and entrusted the study to Japan International Cooperation Agency (JICA).

JICA dispatched a study team led by Mr. MORIGUCHI Toru of UNICO International Corporation, 5 times during the period from September 2003 to August 2004.

The team held a series of discussions on the study with the officials concerned of the Government of Indonesia and conducted related field surveys. After returning to Japan, the team conducted further studies and compiled the final results in this report.

I hope this report will contribute to the promotion of the human resource development policy for SMEs in Indonesia and to the enhancement of friendly relations between our two countries.

I wish to express my sincere appreciation to officials concerned of the Government of Indonesia for their close cooperation throughout the study.

September 2004

IZAWA Tadashi

Vice-President

Japan International Cooperation Agency

September 2004

Mr. Tadashi IZAWA  
Vice-President  
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### Letter of Transmission

We are pleased to submit a final report on the “Study on Human Resource Development for SMEs Focused on Manufacturing Industries in Republic of Indonesia” upon completion of the Study.

The Study focuses on human resource development in terms of corporate personnel in the manufacturing sectors in the country. We have studied demand for industrial personnel training through extensive interview and questionnaire surveys of SMEs, while examining supply capability in terms of human resource development programs offered by the public and private sectors. As a result of these demand and supply studies, together with the results of the two model training programs successfully conducted with the counterpart organization of the Ministry of Industry and Trade (MOIT) during the study period, we have made recommendations for the MOIT with a view to searching a desirable role of the Indonesian government in the human resource development efforts in the country, which undergoes the rapid changes led by market liberation and regional decentralization. Then, based on the recommendations, we have formulated the Action Plans in a joint effort with the counterpart.

The recommendations contained in the report consist of, with a final goal of establishing the National Human Resource Development Center for SME, those relating to the MOIT’s organization and those concerning the content of the human resource development program.

As we are completing the Study, the MOIT has formally established the Human Resource Development Committee that is expected to become the National Human Resource Development Center for SME and to achieve a central objective of the Study. We sincerely hope that the committee will start its activity smoothly, gain experience, and evolve to the National Human Resource Development Center for SME as planned, thereby to serve as a core element of industrial personnel training in the country.

On behalf of the study team, I would like to express gratitude to your agency, the Ministry of Foreign Affairs, the Ministry of Economy, Trade and Industry, and the Japanese embassy in

Indonesia for valuable support and guidance extended in the course of the Study. At the same time, we are very grateful to the Indonesian counterpart and a great number of personnel, notably the MOIT's Directorate General of Small and Medium Scale Industry and Trade (IDKM), PUSDIKLAT-INDAG, BPPIP, IETC, and other public and private human resource development institutes and organizations for close cooperation made throughout the Study.

Respectfully submitted

Toru MORIGUCHI

UNICO International Corporation  
Team Leader,  
Study on Human Resource Development for SMEs  
Focused on Manufacturing Industries in Republic of Indonesia



### **TOT (Training of Trainers) Model Training on Production Control Technology**

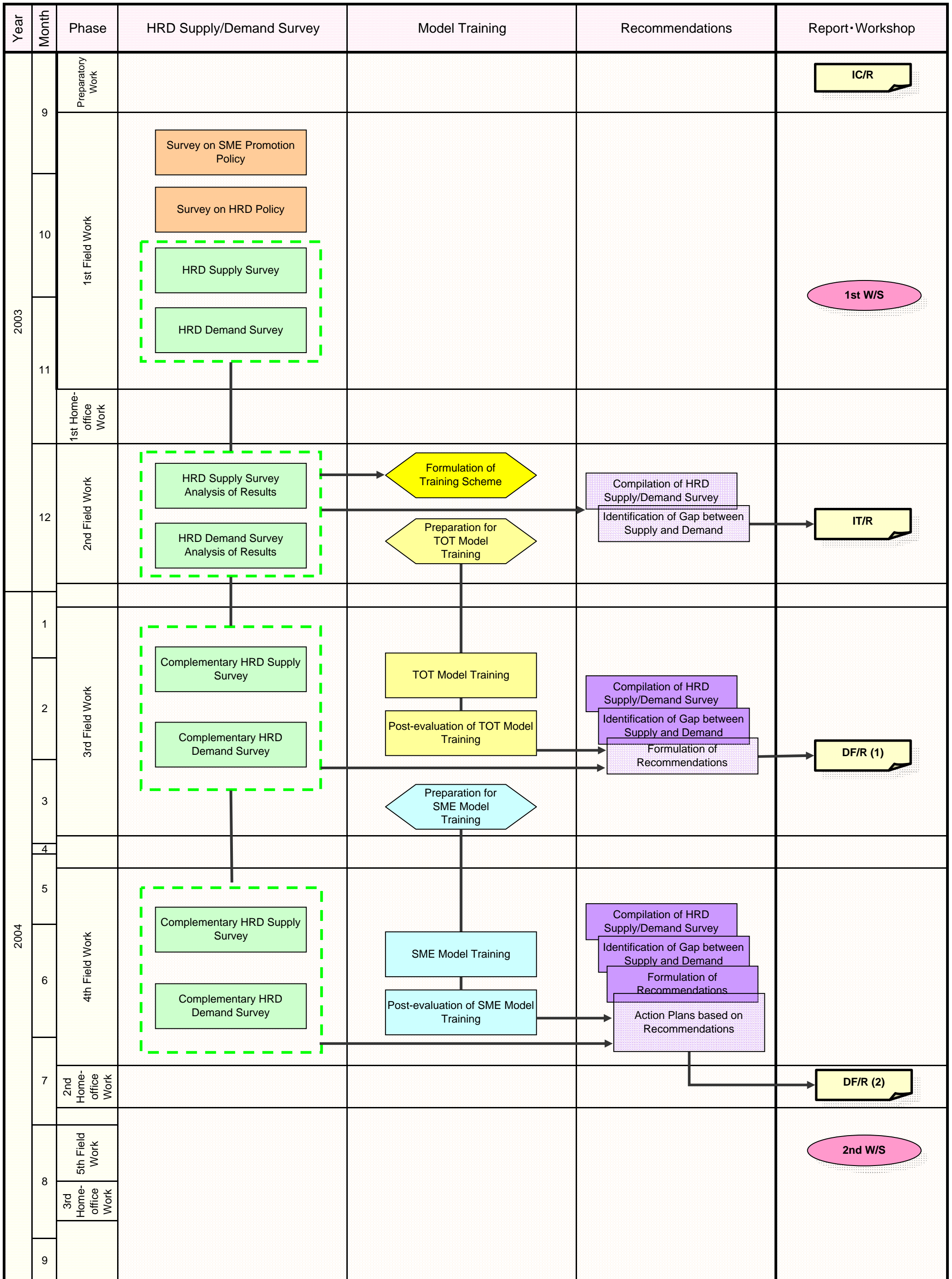
For 29 potential trainers of production control technology from IDKM, PUSDIKLAT-INDAG, MIDC, IETC of the MOIT, the TOT was implemented by the experts of the Study Team for three (3) weeks in February, 2004.



### **SME Model Training on Production Control Technology for Manufacturing SMEs**

The MOIT, with support of the Study Team, implemented the first training program on Production Control Technology for managers of manufacturing SMEs for three (3) weeks in June 2004. Instructors who participated in the TOT above prepared the teaching materials and took charge of classroom lectures and also factory visits

## Work Schedule of the Study



## Abbreviation

AFTA	ASEAN Free Trade Agreement
AIMC	Association of Indonesian Management Consultants
AMDI	ASTRA Management Development Institute
ASEAN	Association of Southeast Asian Nations
ASPEP	Association of Metalwork and Machinery
ATMI	Main Training Programs for Industry (Akademi Teknik Mesin Industri)
BDS	Business Development Service
BEED	Bureau of Entrepreneur and Enterprise Development, Thailand
BLK	Job Training House (JTH) (Balai Latihan Kerja)
BPPIP	Agency for Research and Development of Industry and Trade of MOIT (Badan Penelitian dan Pengembangan Industri dan Perdagangan)
CETRO-CRECE	Network of Regional Business Competitiveness Centers, Mexico
CRM	Customer Relation Management
CSM	Customer Satisfaction Management
DGC	Directorate General Control
DGCM	Directorate General Resident Mobility
DGFMD	Directorate General Foreign Manpower Development
DGHMD	Directorate General Home Manpower Development
DGIR	Directorate General Industries Relationship
DGTZD	Directorate General Transmigration Zone Development
DINAS	Industry and Trade Office of Provincial Government
DIP	Department of Industrial Promotion
E/E	Electric/Electronics
EATC	Employment Abroad Training Center
EMS	Environment Management System
EO	Extension Officer
GBHN	Broad Outlines of the Nation's Direction (Garis-Garis Besar Haluan Negara)
GO	Government Officer
IDKM	Directorate General of Small & Medium Industry and Trade of MOIT (Direktorat Jenderal Industri dan Dagang Kecil Menengah)
IETC	Indonesia Export Training Center of MOIT
ISMED	Institute for Small and Medium Enterprises, Thailand
ISTC	Industries and Services Training Center
JASMEC	Japan Small and Medium Enterprise Corporation
JICA	Japan International Cooperation Agency

JODC	Japan Overseas Development Corporation
KADIN	Indonesian Chamber of Commerce and Industry (Kamar Dagang dan Industri Indonesia)
LPSM	Human Development Institute under YPMG
LPTC	Labor Productivity Training Center
MBO	Management by Objectives
METI	The Ministry of Economy, Trade and Industry, JAPAN
MIDC	Metal Industries Development Center of MOIT
MITI	Ministry of International Trade and Industry, Malaysia
MOCSME	Ministry of Cooperatives and SMEs, Indonesia
MOEA	The Ministry of Economic Affairs, Taiwan
MOIT	Ministry of Industry and Trade, Indonesia
MOMT	Ministry of Manpower and Transmigration, Indonesia
MONE	Ministry of National Education, Indonesia
MRP	Material Requirement Planning
MTAP	Medium Term Action Plan
NAFED	National Agency for Export Development of MOIT
NECP	New Entrepreneur Creation Program, Thailand
OEM	Original Equipment Manufacturer
OJT	On the Job Training
OSMEP	Office of SME Promotion, Thailand
OVTA	Overseas Vocational Training Association of Japan
POLMAN	Manufacturing orient polytechnic (Polytechnic Manufaktur)
PPM	Center for Management Development (Pusat Pengembangan Manajemen)
PROPENAS	Five-year National Development Program (Program Pembangunan Nasional)
PUSDIKLAT-INDAG	Center for Education and Training of Industry and Trade (Pusat Pendidikan dan Pelatihan INDAG)
QCC	Quality Control Circle
QCD	Quality, Cost, and Delivery
QCDDM	Quality, Cost, Delivery, Development, Management
QS	Quality Standard
RENSTRA	Revitalization Strategy
REPETA	Annual Development Plan (Rancangan Rencana Pembangunan Tahunan)
SE	Ministry of Economy, Mexico (Secretaría de Economía)
SEAP	SME Expert Advisory Panel, Malaysia
SMEA	Small and Medium Enterprise Administration, Taiwan
SMIDEC	Small and Medium Industries Development Corporation, Malaysia



SMIDP	Small and Medium Industries Development Plan, Malaysia
SMK	vocational secondary education (Sekolah Menengah Kejuruan)
SOC	State -owned Company
STC	Staff Training Center
STPD	Secretariat of Training & Productivity Agency
TOT	Training of Trainers
TPA	Technology Promotion Association, Thailand
TQM	Total Quality Management
TTC	Transmigration Training Center
UPTs	Common Service Facilities
VA/VE	Value Analysis/ Engineering
WTO	World Trade Organization
YBMB	BINA MITRA BAKRIE Foundation (YAYASAN BINA MITRA BAKRIE)
YDBA	DHARMA BHAKTI ASTRA Foundation (YAYASAN DHARMA BHAKTI ASTRA)
YPMG	MATSUSHITA GOBEL Education Foundation (YAYASAN PENDIDIKAN MATSUSHITA GOBEL)

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## Chapter 1 Outline of the Study

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## Chapter 1 Outline of the Study

### 1.1 Background of the Study

Now that Indonesia is a member of the WTO, the country's economy is undergoing liberalization and globalization, which is exposing its small- and medium-sized enterprises to competition with other ASEAN nations. The concept of the ASEAN Free Trade Agreement (AFTA) is gradually taking on concrete form, which means that competition will eventually become even more intense.

Opening up new markets, improving technological strength, bolstering an entrepreneurial spirit, financial support, promoting investments, and support policies can be cited as fundamental elements in promoting small- and medium-sized enterprises. Studies and reports which pertain to small- and medium-sized enterprises in Indonesia address the following in particular as problems in many cases:

- Opening up new markets  
A lack of competitiveness in terms of marketing, and insufficient support policies and support organizations
- Bolstering an entrepreneurial spirit  
Insufficient capabilities and personnel in terms of corporate administration and management
- Financial support  
Insufficient financial capabilities and limited access capabilities on the corporate side

On the people's side, a tendency to lack trust in the products of small- and medium-sized enterprises and to place their belief in imported goods is pointed to as posing a problem.

Given these circumstances, the Japanese Government provided policy support to the Indonesian Government in 2000, in the form of the "Policy Recommendation for SME Promotion in The Republic of Indonesia 2000, JICA".

The "Policy Recommendation" emphasized the importance of the role that is played by small- and medium-sized enterprises in autonomous development of the country's economy, and points out problems in Indonesia's small- and medium-sized enterprises within that framework. It then goes on to propose policies to be promoted by the government from three

standpoints: financial aspects, non-financial aspects, and administrative aspects. The three standpoints are interrelated, but it is the non-financial aspects of the proposals that concern this Study most deeply.

The “Policy Recommendation” cites the following four points as non-financial problems facing small- and medium-sized enterprises in Indonesia, analyzes them and proposes steps that the government must take to handle them.

- A lack of knowledge concerning production technology and quality control
- A lack of knowledge concerning marketing
- Insufficient human resources and a lack of human resource development know-how
- A lack of administrative knowledge concerning finance and accounting

Being presented with these proposals, the Indonesian Government recognized the necessity, within the framework of promoting small- and medium-sized enterprises, for the development of human resources in such enterprises focusing primarily on training relating to management and technological capabilities, and submitted a request to the Japanese Government for this Study to be carried out, in order to formulate comprehensive planning for human resource development, with the Ministry of Industry and Trade being at the center of the effort.

Several related departments are currently implementing individual programs and other means to foster human resources at small- and medium-sized enterprises in Indonesia. The Ministry of Industry and Trade (MOIT) is concerned that there are not strong ties between the related departments, nor means of grasping the overall picture of the system for cultivating human relations in small- and medium-sized enterprises, and that the contents of training programs do not necessarily meet the needs of the enterprises.

## **1.2 Outline of the Study**

### **1.2.1 Objectives**

To support the Ministry of Industry and Trade (MOIT) of the Indonesian Government to formulate an improvement plan of SMEs HRD together with action plans focused on manufacturing industry in Indonesia with a view to improving managerial and technical capabilities of SMEs, by 1) supply of necessary information 2) policy advices, and 3) assistance with the implementation of the Model of SMEs HRD training programs.

### 1.2.2 Target Sector

The target sector of the Study is small- and medium-sized enterprises of the manufacturing sector of Indonesia. The following definition of the enterprise size according to the number of employees is used for the Study.

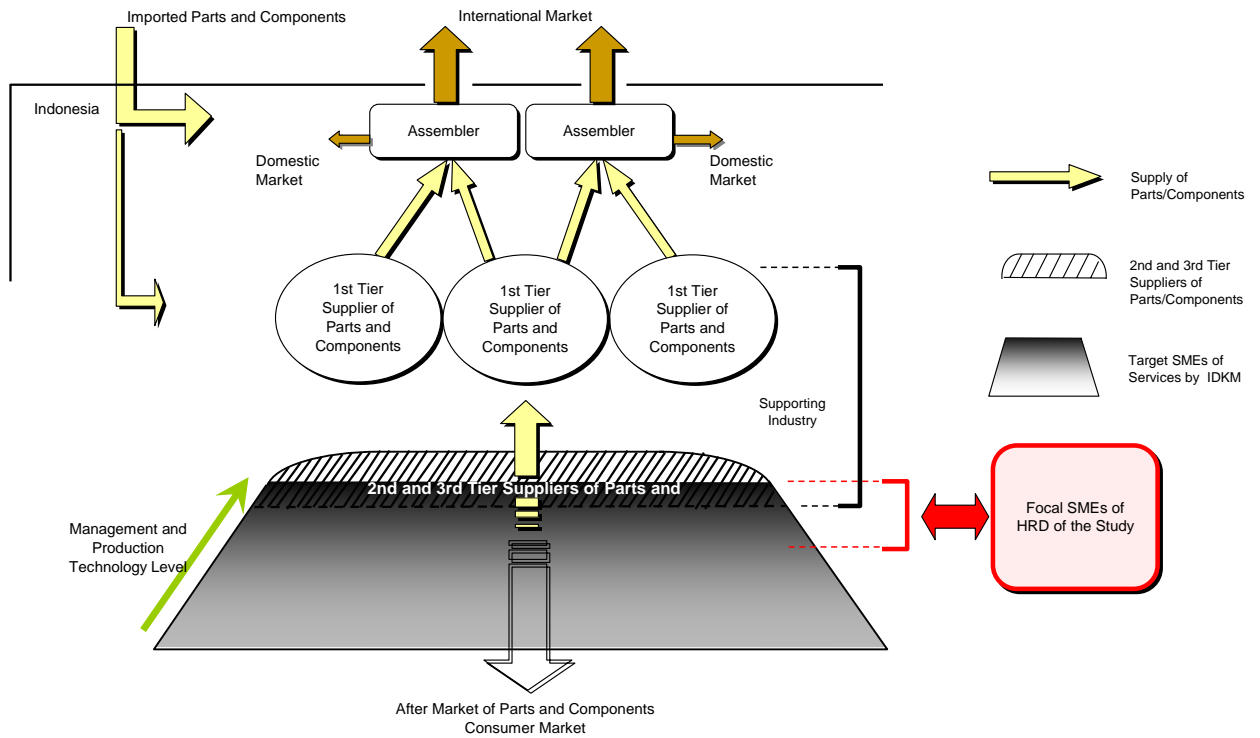
**Table 1-1 Enterprise Size**

Enterprise Size	Number of Employees
Micro	1 – 4
Small	5 – 19
Medium	20 – 99
Large	100 or more

Source: MOIT

Due to the limitation of the Study period, however, demand survey of the Study was focused on the supporting industry of the manufacturing sector. “Supporting industry” is a group of parts and components manufactures for 1) transport equipment 2) electric and electronic machineries and 3) general machineries. The concept of the supporting industry is illustrated in Fig. 1-1.

**Fig. 1-1 Supporting Industry**

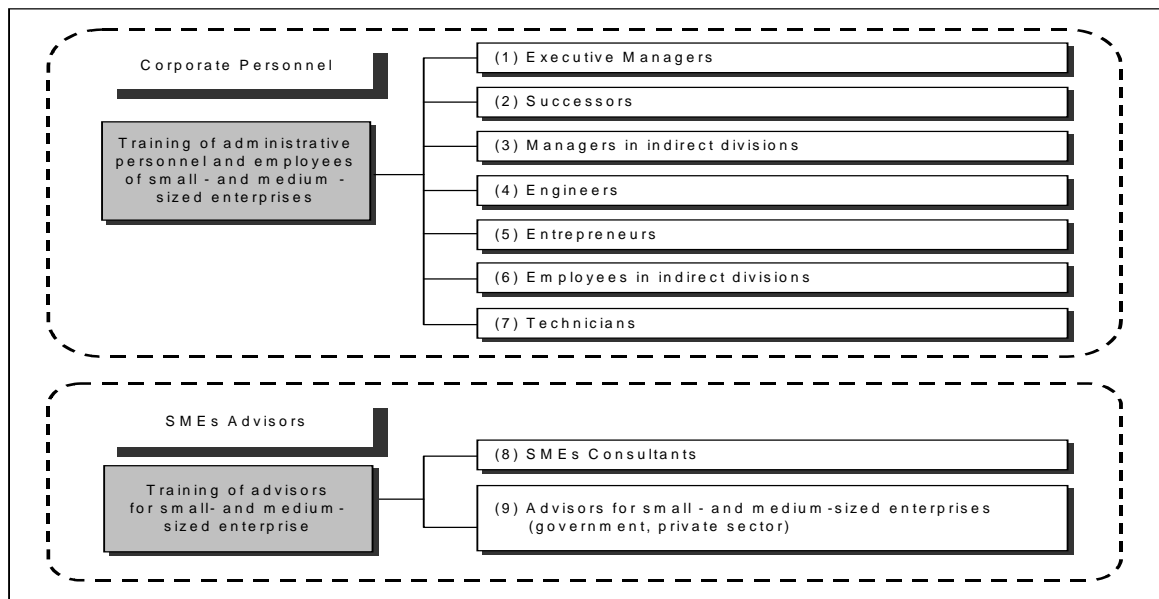


Source: JICA Study Team

### 1.2.3 Target Groups of the Human Resource Development of the Study

Target groups of the human resource development for SMEs of the Study are divided into 1) education and training of corporate personnel and 2) training of advisors who will provide support to SMEs. Fig. 1-2 shows target groups of the human resource development for SMEs.

**Fig. 1-2 Target Groups of Human Resource Development for SMEs of Manufacturing Sector**



Source: JICA Study Team

#### 1.2.4 Training Areas of the Human Resource Development of the Study

Technologies to be covered by human resource development for manufacturing SMEs are divided into three categories: management and production control technologies, production technology, and skills.

Management technology refers to technology and expertise required for operation and management of a business enterprise, including marketing, personnel management, and accounting. They represent items for training of new entrepreneurs. Production control technology represents technology to improve the levels of products in terms of Q (Quality), C (Cost) and D (delivery) by using limited resources. New methods and techniques have been developed in a variety of fields, including process control, quality control, inventory control, cost control, machine maintenance and physical distribution. Management and production control technologies are called “soft technology” in comparison with the production technology.

Production technology is related to raw materials, process of base materials, die and tools and assembly (especially for supporting industries). It includes R&D technology, which is often referred to as product technology.

Finally, skills refer to machine operation techniques and primary processing skills. Basic knowledge required for application of production control technology is also included.

Table 1-2 shows the training areas of human resource development for manufacturing SMEs. Among the three areas, considering the time constraint, the focal area for the Study is management technology.

**Table 1-2 Scope of SMEs HRD**

Theme	Target	Subjects (examples)
Management technology	1) Corporate managers 2) Administrative staff 3) Entrepreneurs	1) Management 2) Production control 3) Marketing/Sales 4) Human resources development 5) Finance
Production technology	1) R/D staff 2) Engineers	1) R/D 2) Die/Molds, Jig/Tools 3) Material processing 4) Finishing/Final treatment 5) Assembly
Vocational skills	1) Technicians	Skills for administrative and production technologies

Source: JICA Study Team

### 1.2.5 Expected Output of the Study

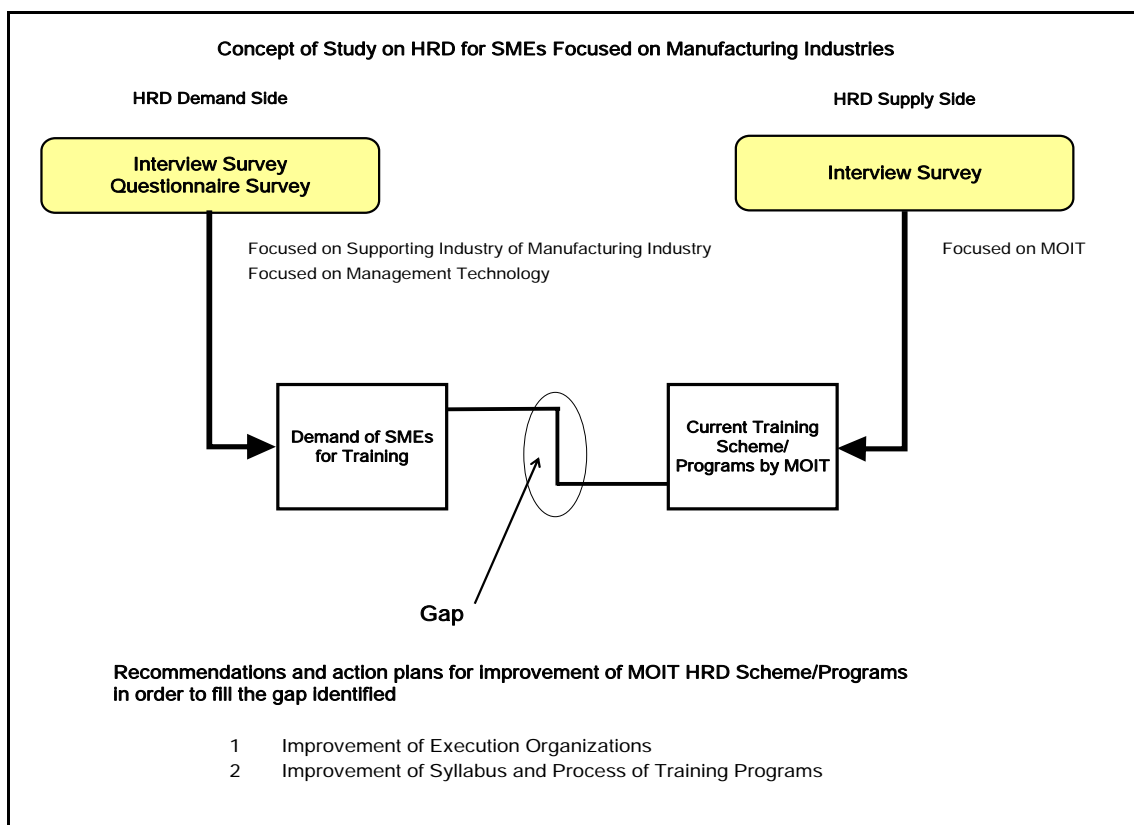
Output of the Study is an improvement plan with action plans, worked out as a joint work of MOIT and the Study Team, for the improvement of the human resource development policies and programs to the manufacturing industry by MOIT. Immediate realization of the action plans with budget allocation in accordance with the recommendations of the Study is expected.

### 1.3 Workflow of the Study

#### 1.3.1 Concept of the Workflow of the Study

The study starts with supply and demand survey by interview and questionnaires to clarify the current situation of the human resource development of the Indonesian manufacturing SMEs. By analyzing the results of the survey, the gap between supply and demand is identified. Then the remedial plans will be formulated to fill the gap, referring to 1) SME promotion policies and HRD programs of other countries and 2) recommendations on HRD in Indonesia presented by past reports. The concept of the Study is illustrated in the Fig. 1-3.

**Fig. 1-3 Concept of the Study**



Source: JICA Study Team

#### 1.3.2 Components of the Study

##### (1) Framework of the Human Resource Development for Manufacturing Industry

In order to have a total picture of the human resource development for manufacturing industry, a comprehensive list of the training items for both management and production

technologies by sector is prepared. This is to serve as a basis for assessment of the current situation of demand/supply and identification of the gap between them.

(2) Field works for demand/supply

The current situation of the demand/supply of the human resource development programs is investigated by field works through interview and questionnaires.

The demand survey is conducted targeting SMEs of supporting industry mostly in Jakarta area due to the time limitation of the Study. The supply survey covers programs by public and private organizations giving priority to the MOIT training agencies and programs.

(3) Identification of the gap between demand and supply

The gap between demand and supply identified through the field works is analyzed. For needs assessment of the SMEs, the numerical results obtained by the questionnaire survey are verified by qualitative observation of the production sites by the Study Team.

Gap of demand/supply situation of HRD programs of other sectors than the supporting industry is inferred from the data obtained in the course of the field survey for the supporting industry.

(4) Model training

After identifying the gap between demand/supply, model trainings in accordance with the new HRD scheme to propose are implemented jointly by MOIT and the Study Team so that the results of the training are reflected in the recommendations.

(5) Formulation of recommendations and action plans to fill the gap

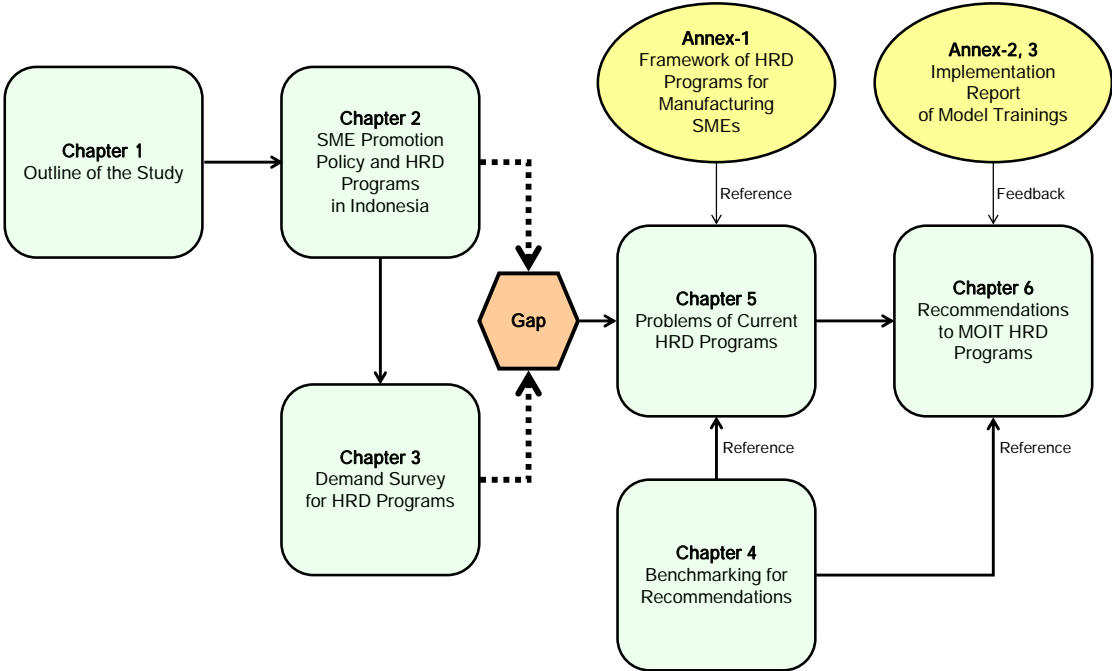
The prime goal of the Study is to promote SMEs of Indonesia providing adequate training programs for their personnel. The current scheme and programs of human resource development programs by MOIT do not necessarily meet the real needs of the industry. Recommendations to improve them are formulated to achieve this goal. The action plans are details of measures to tackle immediately.



1.3.3 Workflow of the Study and Organization of the Report

Fig.1-4 shows the organization of the Report in line with the workflow the Study.

Fig. 1-4 Organizations of the Report



Source: JICA Study Team

Chapter 2    SME Promotion Policy and Human Resource  
Development Programs

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## **Chapter 2 SME Promotion Policy and Human Resource Development Programs**

### **2.1 SME Promotion Policy in Indonesia**

This section outlines a general framework of the country's SME promotion policy as well as programs currently undertaken by the government.

#### **2.1.1 The Upstream Plan for National Development**

In Indonesia, GBHN (Garis-Garis Besar Haluan Negara: Broad Outlines of the Nation's Direction) forms the foundation of national policy and development planning. In fact, medium-term economic development plans and annual plans of the ministries are developed along the guidelines set forth in GBHN.

GBHN is adopted by the People's Council (Majelis Permusyawaratan Rakyat: MPR) after a general election (held every five years) and a presidential election in order to prescribe a set of medium-term guidelines for national development. Based on GBHN, the government sets forth PROPENAS (Program Pembangunan Nasional: Five-year National Development Program) that essentially describes the details of policies and systems designed for implementation of the development guidelines.

To make budget allocation for actual implementation of PROPENAS by various ministries, an annual development plan should be established to define concrete programs to be implemented, called REPETA (Rancangan Rencana Pembangunan Tahunan). Normally, development of REPETA and compilation of APBN (national budget) are made during the same period. According to PROPENAS, the central government's ministries and agencies develop strategic plans (RENSTRA) for more specific issues and sectors.

#### **2.1.2 GBHN**

A policy guideline relating to economic development, as prescribed in GBHN up to 2004, addresses guideline for SMEs after due consideration of difficulties facing them as follows: "To provide a good business environment and the maximum business opportunity for SMEs and cooperatives and to expand their capability to allow them to possess higher levels of efficiency, productivity and competitiveness." It further states that "various benefits and privileges by the government, particularly protection against unhealthy competition, education and training,

provision of business and technical information, operating funds, and land for business startup, should be granted in a selective manner.”

In planning and implementing development programs on the basis of the guideline, a priority approach should be taken by selecting programs in due consideration of actual resource constraints. As for SME support programs, the guideline should emphasize on the improvement of access to capital, marketing information, and appropriate technology in the form of training so as to improve their capabilities as well as business operation.

### **2.1.3 The Ongoing Medium-term Development Plan**

The present medium-term development plan, “PROPENAS 2000,” sets forth the following five policy priorities, which are essentially program goals containing a variety of elements, together with a specific approach to achieve each goal.

1. Construction of democratic politic system which serves to strengthen solidarity of national unification
2. Establishment of judicial power and good governance system
3. Expedition of economic recovery and strengthening of national economic system to assure continuous economic development
4. Development of social welfare, improvement of quality-of-life based on the religious principles and protection and nurturing of national culture
5. Boosting of rural development

For instance, a policy priority on “the expedition of economic recovery and promotion of economic development” confirms that the business environment facing SMEs has still to be improved – unhealthy competition (the delay in enactment of SME protection laws and regulations, and underdeveloped support organizations (technical service and marketing networks), in spite of the fact that they have made substantial contribution to national economic development in the midst of the economic crisis, and it then calls for positive support.

### **2.1.4 Organizations Responsible for Planning and Implementation of SME Promotion Programs**

In Indonesia, promotion of SMEs has been placed high in the list of national priorities since the economic crisis that partly triggered the collapse of the Suharto government. As more public support is called for, presidential decree No.201 of 2001 was issued to define the

Ministry of Cooperatives and SMEs as an agency responsible for the planning of SME policy and overall coordination of SME-related programs. Also, the SME Promotion Task Force was established under the decree of the Minister of Economic Coordination in 2000 so as to correspond ADB's policy support type loan package extended after the crisis (ADB Loan-1738, ADB TA-3416 and -3417). Then in March 2003, the Medium Term Action Plan (MTAP) for SME promotion was drawn up.

In reality, however, different ministries implement their own SME programs under their own policy, while the Ministry of Cooperatives and SMEs does not seem to perform its mandated function of overall coordination among the related ministries and their activities (as of February 2004). For example, the MOIT, which is the counterpart of this study, announced the "Master Plan for Promotion of the SME Sector 2002 – 2004 (RENSTRA)" in 2002, which was developed according to PROPENAS 2000 – 2002 and serves as a strategic guideline for the ministry responsible for SME promotion.

### **2.1.5 MOIT's Strategic Plan (RENSTRA)**

In MOIT, the direction and key targets of SME promotion are defined as follows:

- a. To cover managers (of private enterprises) and persons engaged in industrial fields, particularly manufacturing SMEs, and other related persons;
- b. To position RENSTRA as an operational guideline for government agencies that are responsible for successful implementation of SME promotion programs by coordinating actions of organizations in industrial promotion and other related fields, and, from the standpoint of development practice, the metrics to measure the level of achievement of a SEM promotion program; and
- c. To use RENSTRA as a slogan appealing to society in order to perfect SME promotion programs and attract investment required to support political and social control in the form of concerted efforts.

More specifically, RENSTRA sets forth the following programs as an instrument to promote SMEs.

#### (1) Basic SME promotion program

- 1) Measures suitable for manufacturing SMEs operating locally
  - Use of local materials and application of traditional technology

- 2) Manufacturing related industries (supporting industries)
  - a. Promotion of supporting industries should be initiated in the stage of economic development where import substitution needs to be prioritized in consideration of export market opportunity, while reducing import barriers and saving foreign currency reserves.
  - b. In the first stage, focus should be placed on main products, followed by non-main products.
  - c. From the aspect of market research, the first stage should start with dissemination of a domestic outsourcing system to meet demand from local assembly manufacturers, followed by exploitation of global outsourcing opportunities (in particular, metal-related sub-sectors (auto), machinery and electrical/electronics industries).
- 3) Measures targeting export-oriented manufacturing SMEs
- 4) Measures suitable for new initiative manufacturing SMEs
  - They are mainly computer, biotechnology and other fields that have future development potential, for which supply-push elements are promoted by improving the supportive environment including innovative knowledge resources and financial sources.

(2) Support programs

- 1) Support programs are required to support implementation of action programs, thereby to facilitate SME promotion policy and promote the fostering the above fields.
- 2) Dissemination of proper quality control systems

This is designed to improve competitiveness of products by improving efficiency, productivity and quality. The limitation in capacity to promote a quality control system is expected to promote the need for commencement of the TOT (Training of Trainers) program.

For previous SME promotion policies, the following issues have been raised as a result of evaluation: 1) many technical support schemes have not been effective enough, and in particular, public support schemes have been implemented following by directions from executives and without much consideration to local conditions, together with the lack of harmony with relevant support policies and a poor level of management; 2) bottom-up operation at a field level has not been effectively executed; and 3) many empowerment programs, particularly those relating to education and practical training, fail to set clear objectives and motivation at a field level.

The evaluation of the current status conducted up to the implementation of the Study reveals that, to use local resources available (including human resources) in an effective and efficient manner, the development of promotion strategies and action programs that are based on

an accurate understanding of local conditions is necessary. The action plans to be prepared jointly by the MOIT and the Study Tam can be positioned as an action plan for human resource development for SMEs, which corresponds to one of the sector-based action plans to be created in line with RENSTRA.

## **2.2 Human Resource Development for SMEs by the Indonesian Government**

In Indonesia, the following four ministries are primarily engaged in human resource development for SMEs. Among them, the Ministry of Cooperatives and SMEs is responsible, under a presidential decree in 2001, for the planning of SME policy and overall coordination of SME-related programs, and it developed MTAP (Medium Term Action Plan) jointly with other ministries (including the Ministry of Industry and Trade) in 2002.

- Ministry of Cooperatives and SME - MOCSME
- Ministry of Industry and Trade - MOIT
- Ministry of Manpower and Transmigration - MOMT
- Ministry of National Education - MONE

Two approaches for SMEs promotion are normally followed, social development approach for poverty alleviation and job creation, and industrial approach for industrial development. In Indonesia, the vocational training programs by the Ministry of Manpower and Transmigration for job-seekers and the mission of the Ministry of Cooperatives and SMEs correspond to the former approach. On the other hand, the SMEs promotion by Ministry of Industry and Trade (MOIT) follows the latter approach.

The MOCSME became a state ministry in 1999 and even after that continued to implement programs under SMECDA, which is an organization to implement human resource development projects. However, SMEDA was dissolved in 2002 and the ministry no longer implements any human resource development program directly. Instead, it promotes SME guidance and support services via private BDSs, as well as programs led by provincial governments (DINAS).

The BDS is an organization that provides various support services for SMEs. It is established by NGOs, universities, trade associations, and financial institutions as facilitators, under financial and technical support of the MOCSME during the initial period. Each BDS has 2-10 consultants in finance and management technology, although their qualifications are not clearly defined. In 2002, Indonesian BDS Association was established. At present, there are approximately 800 BDSs throughout the country. It should be noted, however, that the

manufacturing industry accounts for small portions of support service conducted by the BDSs, while most of the services for the manufacturing industry target local industry and few of them cover supporting industries. In fact, the BDS's support service primarily covers micro enterprises and cooperatives in the agriculture and related sectors.

The MOIT is responsible for promotion of SMEs in the manufacturing, commerce and service sectors as part of national industrial policy. In 2002, it announced "Master Plan for Promotion of the SME Sector 2002 – 2004 (RENSTRA)" which defined the following four development priority groups, together with product groups belonging to each group.

- SMEs leading local economy
- SMEs in supporting industries
- Export-oriented SMEs
- Innovative SMEs

Note that, as decentralization of power progresses, the SME promotion budget is diverted to DINAS that is under jurisdiction of provincial government. Each DINAS plans and implements its own programs for promotion of local industries. Yet, the decentralization process is still in a transitional stage and the demarcation of responsibilities between the central and provincial governments is not very clear.

The demarcation of responsibilities between the MOCSME and the MOIT in the area of SME promotion is not clearly defined on a sector basis. As the former primarily covers cooperatives and micro enterprises, there seems to be not much duplication with the service coverage of the MOIT, except for some of small enterprises that may be covered by the both ministries. The MOIT is also implementing a pilot project to establish BDSs in four districts. In addition, reorganization of the present UPT to BDS is being considered.

The MOMT has a mission to provide skill training for job seekers, such as new graduates and unemployed persons. On the other hand, skill training provided by technical support organizations under the MOIT is designed to reeducate skilled workers of SMEs, clearly different from that conducted by the MOMT.

Needless to say, the MONE is responsible for school education. In addition, polytechnic schools offer extracurricular courses on production technology and skills for employees of SMEs. While many universities and other advanced educational institutions have special



courses mainly of management technology, together with engineering and business administration curricular courses, for corporate employees.

### **2.2.1 Ministry of Industry and Trade (MOIT)**

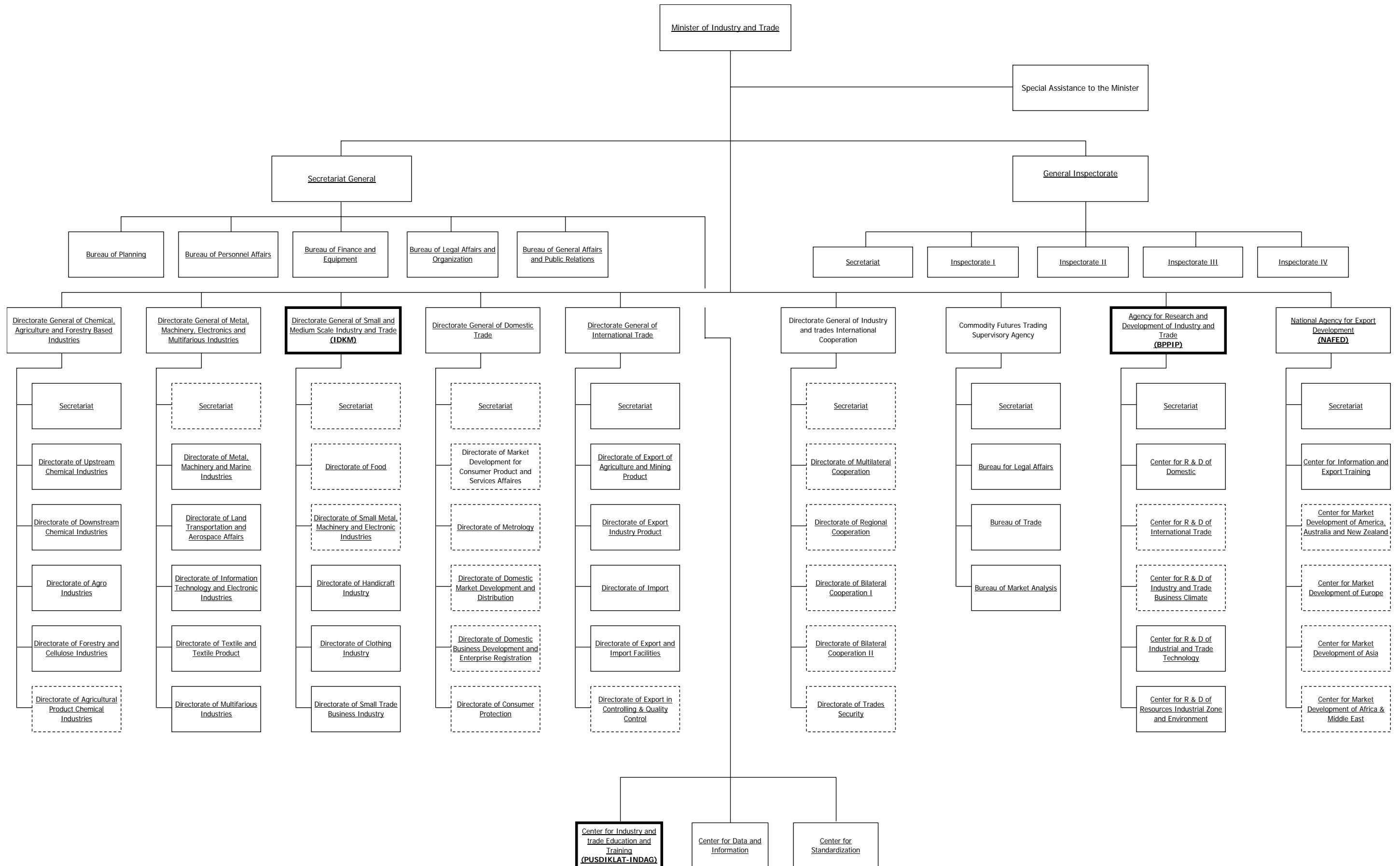
By restructuring of the ministries, the Ministry of Industry and the Ministry of Trade were merged to the Ministry of Industry and Trade in December 1995. Fig. 2-1 shows the organization of MOIT.

Directorate General of Small-Medium Scale Industries and Trade (IDKM) is the promotion policy section for SMEs of MOIT for all sub-sectors of industry and trade. As far as the SMEs of trade sectors, however, the demarcation of jurisdiction between IDKM and Directorate General of Domestic Trades is not very clear. The IDKM seems to concentrates on the manufacturing industry.

Table 2-1 is a comprehensive list of the training programs implemented by departments or agencies under MOIT inclusive of regional offices.

2 - 9

Fig. 2-1 Organization Chart of MOIT



**Table 2-1 Training List Implementation by MOIT (1/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
PUSDIKLAT-INDAG	2003	16 (Regular)	1	Supervisory Management Course (SMC)		5 days	29		29			In-house
			2	General Management Course (GMC) - LXII	6,500,000 PP.	7 days	11		10	1		
			3	General Management Course (GMC)		5 days	24		24			In-house
			4	General Management Course (GMC)		5 days	29		29			In-house
			5	General Management Course (GMC)		5 days	31		31			In-house
			6	Middle Management Course (MMC) - LXVIII	8,500,000 PP.	10 days	49		49			
			7	Middle Management Course (MMC) - LXIX	8,500,000 PP.	10 days	35		35			
			8	Middle Management Course (MMC) - LXX	8,500,000 PP.	10 days	40		40			
			9	Middle Management Course (MMC) - LXXI	8,500,000 PP.	10 days	22		22			
			10	Advanced Management Course (AMC)	5,000 USD	10 days	8		8			
			11	Achievement Motivation Training (AMT)	2,500,000 PP.	5 days	18		12	6		
			12	Achievement Motivation Training (AMT)		5 days	24		24			In-house
			13	Achievement Motivation Training (AMT)		5 days	24		24			In-house
			14	Treatment training against fire and chemical leak for saving companies asset	2,850,000 PP.	4 days	23		21	2		
			15	Achievement Motivation Training for Trainers (AMTT)	7,500,000 PP.	21 days	14		10	4		
			16	Effective usage of warehouse	2,500,000 PP.	3 days	18		18			
PUSDIKLAT-INDAG	2003	19 (SDMMI)	1	Hazard Analysis of Critical Control Point (HACCP)		6 days	20	6		14		
			2	Analytical Hierarchy Process (AHP)		4 days	20		20			
			3	Hazard Analysis of Critical Control Point (HACCP)		12 days	20	20				
			4	Garment industry grading creation training		12 days	20	20				
			5	Batik design capability training		12 days	20	20				
			6	Promotion strategy and advertisement management training		12 days	20	18	2			
			7	Calibration training for vocational high school students		12 days	20				20	
			8	Leather product design development training		7 days	20	20				
			9	Hazard training against industrial waste		10 days	25	9	12	4		
			10	ISO 17025 Labo management training	2,826,958,000	12 days	20		11	9		
			11	Business contract training		6 days	30	5	20	5		
			12	Textile product and design for SME		12 days	21	17		4		
			13	Rattan design development training		12 days	20	20				
			14	Accounting system and financial management for SME		12 days	20	20				
			15	Food preservative technology training for SME		12 days	20	13		7		
			16	AKTA IV for CPNS teacher		2 months	75					75
			17	AKTA V for CPNS professor		2 months	50					50

**Table 2-1 Training List Implementation by MOIT (2/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			18	Upgrading for lecturers in the field of mathematical study		10 days	25	5		20		
			19	Upgrading for lecturers in the field of microbiology		10 days	25	8		17		
PUSDIKLAT-INDAG BDI - Denpasar	2003	11	1	Feasibility study for SME	547,890,000		20	13		7		
			2	Training for CAFÉ			20	13		7		
			3	Training for additional food material safety			20	13		7		
			4	Training for implementation of good production method at food industry			20	13		7		
			5	Training for implementation of labelling			20	13		7		
			6	Training for packing and product design development			20	13		7		
			7	Training for Foreign Trading			20			20		
			8	Anti dumping Sosialization			20			20		
			9	Training for negotiation technique			20	13		7		
			10	Training for entrepreneurship production technique			20	13		7		
			11	Training for packing and development of product design			20	13		7		
PUSDIKLAT-INDAG BDI - Medan	2003	4	1	Training for planning strategy	200,000,000		20			20		
			2	Training for feasibility study			20	13		7		
			3	Training for agro industry			20	13		7		
			4	Training for industrial and trade extension			20			20		
IDKM	2003	12	1	Advancement of technique skill at Batu Mulia	147,356,000	2 weeks	10	○				
			2	Bordir SMEs design training in Aceh	77,778,000	2 weeks	30	○				
			3	Human Resource Development Skill Development in workshop, machinery, and car accessory	60,830,000	2 weeks	4	○				
			4	TOT GMP and TOT cleaner production of food directorate	325,618,000	10 days	30			○		
			5	Woodcraft design development training	144,671,000	5 days	50	○				
			6	HAKI training	40,000,000	4 days	30			○		
			7	TOT CEFE for PONTREN Motivator	96,098,000	2 weeks	32	○				
			8	TOT CEFE and AMT for Extention Officer	418,895,000	2 weeks	60			○		
			9	HRD training for consumer protection organization	403,185,000	12 days	60	○				
			10	TOT of cleaner production technology for extention officer	48,000,000	10 days	20			○		
			11	Cleaner production training for entrepreneur	48,000,000	10 days	20	○				
			12	Motivator of co-operatives training with SMEs	285,384,000	10 days	15	○				
IDKM	2002	10	1	Quality Improvement of MOIT's functional extention officer under Project Cycle Management	119,511,000	12 days	30			○		
			2	Stastistical Data Management IDKM	174,000,000	6 weeks	5			○		
			3	Haki-IDKM Facilitator Training & Draften	240,310,000	10 days	50			○		
			4	Eco-Label product implementation training	167,440,000	6 days	60	○				

**Table 2-1 Training List Implementation by MOIT (3/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			5	TOT clean production for food SMEs	73,573,000	7 days	30	○				
			6	Fertilizer producer SME training	25,000,000	3 days	30	○				
			7	Workshop development ALSINTAN HUTBUN National	141,063,000	3 days	60	○				
			8	Clean production of leather processing industry TOT training	149,040,000	10 days	40	○		○		
			9	Quality standardization training under SPSM	110,675,000	1 day	50	○		○		
			10	Extention Officer Development Program	260,298,000	3 days	90	○				
IDKM	2001	5	1	Fertilizer	60,710,000	3 days	30	○				
			2	TOT in the field of food GMP	60,310,000	10 days	25			○		
			3	TOT cluster diagnosis	57,586,000	9 days	29			○		
			4	Training of Sub-Product Development of Astiri Oil	31,323,000	4 days	25	○				
			5	Enterpreneurship Development of new product from natural silk	129,600,000	7 days	50	○				
DINAS-Papua	2002	7	1	Salted fish processing			20					
			2	Pala (fruit) syrup making			20					
			3	Shrimp chips making			20					
			4	Pari skin fish making			10					
			5	Wood design			10					
			6	Lawang oil making			15					
			7	GKM training			25					
DINAS-Maluku	2002	4	1	Coconut powder production technology			20					
			2	Processed fish			20					
			3	Processed fruits			20					
			4	Wood oil processing and equipment facility aid			20					
DINAS-Gorontalo	2002	8	1	GMT TOT in Jakarta			2			○		
			2	Food production training for SMEs			2					
			3	Design product & quality training of garment			4					
			4	Roof tile production training utilizing coconut fiber			4					
			5	Coconut shell charcoal training			4					
			6	Facilitator of HAKI training			4			○		
			7	Facilitator of PMT/GKM training			4			○		
			8	Facilitator of CEFE/AMT for SMEs			4			○		
DINAS-Nangroe ACEH Darussalam	2002	14	1	Quality product packaging training of shredded and fried fish			20					
			2	Flour banana processed			20					
			3	Diversification product of emping melinjo			20					

**Table 2-1 Training List Implementation by MOIT (4/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks				
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other					
			4	Processed nutmeg fruit			20									
			5	Furniture making			20									
			6	Processed fish/prawn			20									
			7	Improvement knitting product			20									
			8	GMP Good Manufacturing Program Training for SMEs			20									
			9	TOT on clean production for small enterprises of food Industry			2					○				
			10	TOT facilitators on correct and efficient way of production			2					○				
			11	CEFE training for new entrepreneur			20									
			12	Motivation training for SMEs			20									
			13	TOT facilitator of HAKI			3					○				
			14	Process sugar palm			20									
			DINAS-Jambi	2002	9	1	Participate in GMP and clean production in Jakarta			4						
						2	GMP training for small enterprise in food Industry			24						
						3	Cassava product diversification			30						
4	TOT processed food						24				○					
5	TOT on cattle/fish food making						10				○					
6	Participate in dyed natural coloring of batik in Riau						3									
7	TOT facilitator training on clean production technology in Jakarta						2				○					
8	Technical training of Arang Briket Production						24									
9	AMT training						0									
DINAS-Bangka Belitung	2002	12	1	Coconut-Fiber product diversification			24									
			2	Processed fish flour			24									
			3	Improvement design and quality training for garment			27									
			4	Good Manufacturing Product (GMT) for small food manufacturers			23									
			5	Improvement quality on construction material from cement			24									
			6	Participate in TOT on clean production for small food manufacturers			2				○					
			7	Improvement in quality of food packing product for small enterprise			24									
			8	Dyed and coloring technique utilizing vegetable substance Nabati			0									
			9	Training on fish-skin process			0									
			10	Plaiting bamboo training			0									
			11	Simple management technique for SMEs			22									
			12	AMT training for IDKM candidate entrepreneurs.			23									
DINAS-Lampung	2002	5	1	Clean production/HCCP training for small entrepreneur and official			29									

**Table 2-1 Training List Implementation by MOIT (5/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			2	Standardization training of roof tile and construction material from cement			29					
			3	Motivated Training for new potential entrepreneur (WUB)			31					
			4	Participate in training on fertilizer for SMEs in West Java			3					
			5	Finance management training			29					
DINAS-Jakarta	2002	1	1	Improvement design & quality training of SMES			25					
DINAS-South Kalimantan	2002	12	1	GMP/HACCP training			30					
			2	GMP of food training			27					
			3	Dyed and coloring technique using vegetable substance Nabati			1					
			4	Processed wooden flooring and furniture			25					
			5	Participate in training on fertilizer in Bandung			1					
			6	Metal craft training at Nagara HSS North Kalimantan			25					
			7	Processing and design improvement on silver facilitated with equipment contribution HSS			25					
			8	Development study of Seutra Rattan -JICA			1					
			9	Motivated training for SMEs			30					
			10	CEFE entrepreneurship			30					
			11	Training in utilization of State's Metal UPTCOR			28					
			12	Haki IDKM Facilitator Training			25					○
DINAS-West Java	2002	4	1	Design quality of garment			30					
			2	Rattan design			30					
			3	Fertilizer industry training for SME								
			4	Self development motivation			25					
DINAS-North Sulawesi	2002	8	1	Processing fruits								
			2	Klentik oil making process and technology								
			3	Nata De Coco making process								
			4	Handicraft of coconut shell & coconut trunk								
			5	Promoted product processing industry packing								
			6	Enceng Gondok (Leaves) Raw Material Craft								
			7	Quality product processing training for small entrepreneurs								
			8	Cattle food making process from residue of copra								
DINAS-Central Kalimantan	2002	7	1	Plait product design			10					
			2	Prestige Motivational Training (AMT) - Muara Teweh City			20					
			3	Prestige Motivational Training (AMT) - Kapuas City			20					
			4	Prestige Motivational Training (AMT) - Pangkalan Bun			20					



**Table 2-1 Training List Implementation by MOIT (6/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			5	Computer training and contribution of computer unit to potren			2					
			6	Facilitator HAKI IDKM Training for Beginner			20			○		
			7	Information data processing training IDKM			20					
DINAS-East Timor	2002	4	1	AMT-EMD model entrepreneurship training (new potential entrepreneur)			24					
			2	Facilitator HAKI IDKM training for new official			20			○		
			3	Salt field setting technology and processing technique training for trainers			20			○		
			4	GMP training for small enterprise in food industry			24					
DINAS-West Timor	2002	5	1	Fertilizer training for SMEs in West Java			10					
			2	TOT AMT			20			○		
			3	Quality improvement and bamboo preservation training (Co-operation with FTUNRAM)			20					
			4	TOT ISO-9000 in Jakarta			2			○		
			5	Patent drafting registration training in Jakarta			1					
DINAS-Banten	2002	2	1	Technical training for kerosene oil cooker production								
			2	Information technology training for official and IDKM			37			○		
DINAS-East Kalimantan	2002	11	1	Asapan Bontang (Fish) production facility setting and production			24					
			2	Salted fish production technique training at Nunukan			24					
			3	Food packing and production technique training for SMEs in food industry			24					
			4	Sugar cane technique training at Kayan Ulu			24					
			5	Fruit sweetener production technique			24					
			6	Mabel wood production technique for napi lapas at SMD			24					
			7	Processing, design and finishing expert training on souvenir made from wood at SMD								
			8	GMP training			24					
			9	Production training for SMEs at food industry in Jakarta			1					
			10	HAKI facilitator training at Jakarta			2			○		
			11	Training and aid on patent drafting design and brand			15					
DINAS-Bali	2002	11	1	Consumer electronic repair service personnel training			24					
			2	GMP and HACCP training for manufacturers			25					
			3	Packing training for manufacturers			24					
			4	Dyed and coloring technique training using vegetable substance called "Nabati" in Yogyakarta								
			5	Clean production training for food SMEs in West Java			3					
			6	GKM Model training for UDKM			24					
			7	Simple management training at basic level			24					
			8	CEFE (Creation of Enterprises Formation through of Entrepreneur) training			24					

**Table 2-1 Training List Implementation by MOIT (7/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			9	TOT facilitator technology clean production training for trainers			2				○	
			10	HAKI facilitator trainer training at Jakarta			2				○	
			11	Product diversification and design training for wood application			24					
DINAS-South East Sulawesi	2002	12	1	Food and drink packing technique training for SMEs			24					
			2	GMP training for IKM entrepreneur			24					
			3	Silver ware/craft training for manufacturers			20					
			4	Promoted product technique training (Kolaka)			20					
			5	Promoted product technique training (Buton)			20					
			6	Promoted product technique training (Muna)			20					
			7	Dyed technique training participation in East Kalimantan			2					
			8	CEFE training for new potential entrepreneur (WUB)			24					
			9	Bordir training for small entrepreneur villager			20					
			10	Small/Light snack industry manufacturer training for KUB women belonging to MOIT			20					
			11	Facilitator GKM training for entrepreneur at IDKM			20					○
			12	HAKI facility training for professional worker in the field of agricultural products			20					
DINAS-West Sumatra	2002	9	1	Garment product design and production technique			20					
			2	Silk creation technique training from Cocoon			20					
			3	Motivational Business training for SMEs			25					
			4	Good Manufacturing Practice (GMP) training for SMEs			20					
			5	Clean food product training participation in Jakarta for IKMP			2					
			6	Participate in training on fertilizer at West Java			1					
			7	Participate in training on dyed and coloring technique using vegetable substance "Nabati"			2					
			8	Marketing management training for SMEs and officials			20					
			9	Information technology training for SMEs and Officials			20					
DINAS-Central Java	2002	5	1	Product quality improvement and design			20					
			2	Good Manufacturing Practices (GMP) training for small enterprises in food industry			30					
			3	Export commodity promotion product marketing technique training for SMEs			20					
			4	Motivational training for PONTREN and small enterprises			20					
			5	Application technique training for widening network between SMEs			20					
DINAS-West Kalimantan	2002	5	1	Good Manufacturing Practices (GMT) application training package for IDKM			38					
			2	Marketing management training by IDKM in cooperation with University			34					
			3	Alsintan Technique Training for IDKM's workshop cooperating with University			33					
			4	ISO-9000 technique training for IDKM entrepreneurs			20					

**Table 2-1 Training List Implementation by MOIT (8/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			5	AKI IDKM facilitator training for beginner			34				○	
DINAS-Yogyakarta	2002	8	1	Garment product manufacturing technique training with help from expert			10					
			2	Wooden and bamboo craft processing technique training for small enterprises			20					
			3	Dyed and coloring technique utilizing vegetable substance Nabati training on leather application			15					
			4	Dyed and coloring technique utilizing vegetable substance Nabati training on textile application			15					
			5	Machinery workshop technology			10					
			6	Training for WARSI operator			10					
			7	Coconut fiber processing			20					
			8	Intermediate level patent registration technique			20					
DINAS-Central Sulawesi	2002	11	1	AMT training			20					
			2	Design and finished good from metal's finishing training			20					
			3	Wooden crafting process design			20					
			4	Design and plait training			20					
			5	Advertising training			24					
			6	Women clothing (garment) quality improvement and design training			20					
			7	Food and drink product quality improvement training			24					
			8	Welding technique improvement training			20					
			9	Alsintasi training in Makassar			2					
			10	Quality management TOT/SNI for entrepreneur			24				○	
			11	Accessory quality system			24					
DINAS-South Sumatra	2002	11	1	Fish powder making training for IDKM			20					
			2	Construction material quality improvement training utilizing grease			20					
			3	Alsintanihutbun development training through OKI facility training			20					
			4	Coconut fiber product diversification and quality improvement training			10					
			5	Handicraft of coconut shell & coconut trunk training for coconut farmer			20					
			6	GMP training for small food entrepreneurs			20					
			7	Product diversification on fish's skin			10					
			8	Product design and quality improvement training on garment			20					
			9	Training of design and sungkitan motive development on fabric			10					
			10	Munawaroh traditional scarf making training for small garment manufacturers			10					
			11	Sticker PON XVI printing			10					
DINAS-East Java	2002	5	1	Clean production training for SMEs								
			2	Leather waste processing								

**Table 2-1 Training List Implementation by MOIT (9/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			3	Dyed technique training								
			4	CEFE candidate entrepreneurship training								
			5	Entrepreneurship training								
DINAS-North Maluku	2002	8	1	Fish processing technology training for small enterprises			20					
			2	Coconut oil production technique			20					
			3	Brown sugar making technique training for small enterprises			20					
			4	Metal hammering technique for small enterprise training			15					
			5	Charcoal making technique for small enterprise training			20					
			6	Bamboo craft technique training for small enterprise			20					
			7	Participate in HAKI facilitator training JAMBI			2				○	
			8	GMT facilitator training in Jakarta			4				○	
DINAS-South Sulawesi	2002	8	1	HAKI appropriate application of technology training			3					
			2	Dyed and coloring process training of Nabati (Vegetable Substance) in Samarinda East-Kalimantan			2					
			3	Management training for IDKM			2					
			4	Improvement training for construction material			8					
			5	AMT training for small enterprise			3					
			6	Souvenir design and finishing training			1					
			7	Quality and design improvement training on garment (ready made clothes)			5					
			8	Cooperative business management training			2					
DINAS-North Sumatra	2002	11	1	Light meal product variety increment training from 4 cities/areas			25					
			2	Garment quality and product design improvement training from 4 cities/areas			25					
			3	Introduction of batik production technology from 5 cities/areas			25					
			4	Roof tile and brick product quality improvement from 3 cities/areas			25					
			5	Ready made cloth (garment) design and production technology			25					
			6	GMT training for SMEs in food industry			25					
			7	Pollution/Contamination control training for TFPP promotion officers			25					
			8	LK/DIP project application program training for promotion officers			25					
			9	HAKI IDKM document registration and facilitator training for city officers			25				○	
			10	Entrepreneurship training in 6 cities/regions			25					
			11	Creation of entrepreneur and formation of enterprises (CEFE) for SMEs			4					
IDKM-MIDC	2003	17	1	ISO 9001-2000 quality management system at related industries			12		○			
			2	Internal audit for ISO 9001-2000 quality management system at related industries			6		○			
			3	Design making technique at BBLM		12 days	3		○			

**Table 2-1 Training List Implementation by MOIT (10/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks			
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other				
			4	Machinery at BBLM		12 days	1			○					
			5	Tools design (ALSINTAN) at BBLM		12 days	1			○					
			6	HRD program for metal industry at BBLM		5 days	6			○					
			7	Welding at BBLM		10 days	4	○							
			8	HRD program for metal industry at BBLM		5 days	6	○							
			9	HRD program for metal industry at BBLM		5 days	6	○							
			10	Casting engineer training program for casting defect and control at BBLM		12 days	15		○						
			11	Metal coating technique at BBLM		5 days	1		○						
			12	Training for casting engineer in the field of melting and combining at BBLM		12 days	15	○							
			13	Welding quality control for related Industries		5 days	20		○						
			14	Introduction to ISO9001-2000 quality management system to related industries			19		○						
			15	Internal audit for ISO 9001-2000 quality management system at related industries			21		○						
			16	Casting workshop in the field of melting and combining at BARISTAND Surabaya			30				○				
			17	Workshop on casting technology quality improvement of foundry industry at BBLM			24	○							
			BPPIP-Balai Besar Agro-Industry	2003	23	1	Food processing x 8	271,500,000	59 days	77	○			○	
						2	Horticulture and fruits processing x 2	172,500,000	20 days	40	○				
						3	Animal (fish) food	2,000,000	4 days	1					○
4	ISO 9000 - 2000	5,000,000				2 days	10	○							
5	Proksimat analysis	3,500,000				5 days	2					○			
6	ISO 17025 - 2000 x 2	17,000,000				9 days	12					○			
7	Internal Audit ISO 17025	1,000,000				3 days	1					○			
8	Testing and validation	1,000,000				1 day	1					○			
9	Uncertainty measures	2,000,000				2 days	1					○			
10	Hazard Analysis & Critical Control Point (HACCP)	6,000,000				5 days	3					○			
11	Calibration x 4	42,000,000				20 days	21	○				○			
BPPIP-Balai Besar Pulp and Paper	2003	2	1	Fibrous composition analysis	15,400,000	3 days	5								
			2	Technology making paper	4,500,000	3 days	8								
BPPIP-Balai Besar Chemical and Packaging	2003	1	1	Crude palm oil and derivates	139,103,000	10 days	25	25							
BPPIP-Balai Besar Textile	2003	1	1	Silk weaving, dyeing and finishing	258,787,400	2 weeks	30	30							
BPPIP-Balai Besar Craft and Batik	2003	70	1	Natural essence color batik process - Mojokerto Batik Craftsman	1,683,200	5 days	20								
			2	Batik colouring traditional moslem school Imogiri Yogyakarta	-	-	20								
			3	Trial error batik motif implementation on clothing and interior	120,000	16 days	4								
			4	Improving design and colouring batik	4,200,000	6 days	6								

**Table 2-1 Training List Implementation by MOIT (11/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks	
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other		
			5	Printing basic level	1,250,000	3 days	2						
			6	Batik process introduction	-	1 day	3						
			7	Developing textile/garment quality industry	600,000	1 day	20						
			8	Trial error batik colouring implementation traditional Moslem School Imogiri Yogyakarta	-	-	20						
			9	Serving for defected clothes consultation	500,000	-	1						
			10	Ordering batik for household	-	-	1						
			11	Ordering batik stamp wax	3,155,000	1 month	0						
			12	Silver production process with the SME casting method	8,410,000	10 days	10						
			13	Natural colouring string weaving at Pontianak	3,790,000	6 days	20						
			14	Plating gold and jewelry in South Sulawesi	3,720,000	6 days	20						
			15	Developing batik design at Yogyakarta	-	1 month	20						
			16	Dried leaves palmyra palm	3,500,000	5 days	2						
			17	Developing root design fragrant at Gunung Kidul Dinas Industry and Trade	-	6 days	20						
			18	Developing silver design	8,500,000	6 days	4						
			19	Developing bamboo and wood design for souvenir	3,800,000	-	4						
			20	Colouring wood with natural essence color	3,405,000	10 days	20						
			21	Developing batik design	10,403,750	9 days	20						
			22	Developing rattan design at Sendari	4,577,500	8 days	20						
			23	Embroider at Probolinggo	5,600,000	6 days	15						
			24	Worskshop Kniting	2,750,000	5 days	3						
			25	Silk batik technology process	16,318,400	6 days	15						
			26	Finishing antique sculpture	-	4 days	20						
			27	Banyumas batik technology process	8,380,000	8 days	10						
			28	Quality management system on Indonesian National Standard Product at Yogyakarta	1,343,000	3 days	30						
			29	Waste craft industry Jambi Wood	7,840,000	1 week	20						
			30	Rattan craft industry Jambi	7,840,000	1 week	22						
			31	Batik process in Jambi	2,800,000	5 days	20						
			32	Batik process with natural essence color at Yogyakarta	918,000	4 days	20						
			33	Plaited craft water hyacinth	-	4 days	4						
			34	<i>Mendong</i> Colouring at Sleman Site Village, Yogyakarta	-	1 day	20						
			35	Quality control	1,170,000	1 day	-						
			36	Jewelry design development	8,500,000	1 week	8						
			37	Wood and bamboo craft for souvenir	3,800,000	8 days	3						

**Table 2-1 Training List Implementation by MOIT (12/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks	
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other		
			38	Rattan craft	2,000,000	6 days	1						
			39	Casting silver	7,200,000	6 days	15						
			40	Colouring traditional weaving	3,075,000	6 days	20						
			41	Batik process technology for expatriate (Japanese)	900,000	8 days	1						
			42	Dyeing colouring with natural essence color	1,820,000	2 days	20						
			43	Batik colouring at Jambi	12,500,000	2 weeks	6						
			44	Bamboo meuble craft	2,960,000	8 days	20						
			45	Banana leaves and dried flowers	9,729,000	11 days	6						
			46	Batik desgin and process	2,000,000	2 days	20						
			47	Batik	850,000	5 days	1						
			48	Silver design	2,200,000	5 days	6						
			49	Written batik process	13,298,000	6 days	20						
			50	Batik design and process	2,000,000	2 days	20						
			51	Batik design and process	2,000,000	2 days	20						
			52	Technical management testing of silver degree	26,250,000	6 days	20						
			53	Workshop for batik colouring and Kriya textile with natural color essence	8,410,000	6 days	10						
			54	Batik process	1,120,000	2 days	2						
			55	Saserangan batik clothes with natural color essence at Banjarmasin	-	3 days	20						
			56	Technology for silk batik process	16,318,400	6 days	15						
			57	Finishing silver craft	-	2 days	20						
			58	Plaited at Mataram	1,985,000	1 week	20						
			59	Stamped batik process	17,100,000	13 days	20						
			60	Plaited leather combination	1,530,000	4 days	20						
			61	Batik colouring process with natural color essence	6,760,000	4 days	15						
			62	Banana leaves craft	15,660,400	6 days	15						
			63	Samarinda plaited water hyacinth	1,632,000	4 days	20						
			64	Coconut fiber craft	19,053,800	6 days	20						
			65	Wood batik technology process with natural essence color	17,581,760	6 days	15						
			66	Incountry training on batik casual garment for small and medium enterprises	244,350,000	13 days	30						
			67	Colouring technique and brass foundry	7,310,000	6 days	10						
			68	Cockle shells system frame	2,900,000	3 days	3						
			69	Dyeing yarn and utilizing waeving tools non-machine (ATBM)	7,400,000	19 days	20						
			70	Wood craft and coconut fiber	7,156,000	6 days	20						

**Table 2-1 Training List Implementation by MOIT (13/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
BPPIP-Balai Besar Ceramic	2003	1	1	Glaze technology, defect and remedial action in pottery production	190,981,000	14 days	30	30				
BPPIP-Balai Besar Leather, Rubber and Plastic	2003	25	1	Quality development for leather small industry		2 days	20			20		
			2	Development of leather industrial estate in Mandling		4 days	20			20		
			3	Leather shoe design		10 days	20			20		
			4	ISO14000 for SMEs		1 day	20			20		
			5	Leather handicraft making for RAIMUNA VIII 2003		6 days	190			190		
			6	Quality improvement for footwear industrial product		6 days	15			15		
			7	Skill improvement for HRD in leather good design (period 1)		10 days	15			15		
			8	Sheep/goat leather tanning		6 days	8					
			9	Various food making from cattle by product		6 days	14					
			10	Leather tanning and leather good making		14 days	4					
			11	Leather tanning		5 days	20			20		
			12	Improvement of HRD in shoe technology		11 days	20			20		
			13	Skill improvement for HRD in leather good design (period 2)		10 days	15			15		
			14	Skill improvement for HRD in footwear industry at shoe production technology		11 days	20			20		
			15	Crocodile leather finishing and leather good making		5 days	4					
			16	Crocodile leather tanning in Jayapura		14 days	20			20		
			17	Development for leather shoe designers in IFSC Sidoarjo		5 days	15			15		
			18	Development for leather shoe designers in Sidoarjo		5 days	15			15		
			19	Dissemination of technology, Recovery and reuse of chromium at East Jawa tanning industry		7 days	15					
			20	Ray-fish tanning at Gunung Kidul		5 days	15					
			21	Leather garment (Jacket) making technology at Special District of Jogjakarta		10days	10					
			22	Dissemination of leather industry's waste processing technology at Special District of Jogjakarta		10 days	15					
			23	Dissemination of technology for plastic thermo set-made interior and souvenir products at Special District ofJogjakarta		6 days	15					
			24	Dissemination of leather craving and preservation technology at South Sulawesi		5 days	20					
			25	Dissemination of raw-leather craving and preservation technology at East Timor		5 days	15					
BPPIP-Balai Besar B4T	2003	20	1	NDT UT Level II PP	35,000,000	3 weeks	7					
			2	Welding inspector (WI) Angk.49	380,000,000	14 weeks	38					
			3	NDT Level II MT/PT	72,000,000	2 weeks	12					
			4	NDT Level II UT (Bhutane)	2000 USD	3 weeks	1					
			5	NDT non radiation Level 1	36,000,000	4 weeks	6					
			6	Welding inspector (WI) Batam	280,000,000	14 weeks	28					
			7	Calibration	12,000,000	1 week	4					



**Table 2-1 Training List Implementation by MOIT (14/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			8	Radiography film interpretation	80,000,000	2 weeks	20					
			9	NDT Level II UT	90,000,000	3 weeks	18					
			10	International welding engineer Ang. VIII	598,000,000	16 weeks	26					
			11	Laboratory quality system	7,500,000	1 week	3					
			12	NDT Level UU MT/PT	54,000,000	2 weeks	9					
			13	Welding technology NDT & DT	210,000,000	2 weeks	21					
			14	Welding technology (WI) Angk. 50	390,000,000	14 weeks	39					
			15	NDT non radiation Level 1	96,000,000	4 weeks	16					
			16	Calibration	18,000,000	1 week	6					
			17	NDT non radiation Level 1	42,000,000	4 weeks	7					
			18	Radiography film interpretation	44,000,000	2 weeks	11					
			19	NDT UT Level II PP	65,000,000	3 weeks	13					
20	Welding technology (WI) Angk. 51	370,000,000	14 weeks	37								
BPPIP-BARISTAND Semarang	2003	19	1	Waste water and waters physics-chemical analysis	17,500,000	5 days	5					
			2	Ambience and emision air quality analysis	9,000,000	3 days	3					
			3	Waters biological analsis	3,000,000	3 days	2					
			4	HACCP (Hazard Analysis & Critical Control Point)	7,500,000	3 days	16					
			5	SNI Modul 1 Training x 15	13,135,000	5 days	15					
BPPIP-BARISTAND Banda Ache	2003	7	1	Convection technology x 4	105,000,000	40 days	80					
			2	Technology of process and fixing process tools x 3	6,000,000	12 days	15					
BPPIP-BARISTAND Bandar Lampung	2003	7	1	Management quality system Module 1	9,000,000	3 days	40					
			2	Exploiting coconut fiber	3,000,000	2 days	40					
			3	Management quality system of certificated product institute	8,000,000	3 days	13					
			4	Potato flour production process and managing its liquid waste	400,000	2 days	50					
			5	Standardization at business administration	200,000	1 days	60					
			6	Clean Development Mechanism (CDM) in alcohol industry	1,000,000	1 days	25					
			7	Paper of fruit and vegetables conservation		1 days	60					
BPPIP-BARISTAND Medan	2003	6	1	Indonesian National Standardization (SNI) for fertilizer	15,000,000	5 days	20	○				
			2	Handling of dangerous, poisonous material (B3) x 3	51,000,000	9 days	60	○				
			3	Training for operator of spring power hammer x 2	12,000,000	6 days	12	○				
BPPIP-BARISTAND Banjarbaru	2003											
BPPIP-BARISTAND Samarinda	2003	7	1	Water hyacinth surrounding Jempang Lake, West Kutai Regency as raw material of craft products	34,395,000	6 days	20	○				
			2	Socialization of quality management system and labelling SNI's marks on the products	28,175,000	5 days	25				○	

**Table 2-1 Training List Implementation by MOIT (15/15)**

Implementation Body	Year	No. of Programs	Training Course		Budget for Training (Rp.)	Period	No. of Trainees					Remarks
			No.	Title			Total	SME	SOC/LE	GO/EO/F	Other	
			3	Making bamboo chair	44,640,000	6 days	20					
			4	Diversification pineapple processed	36,840,000	4 days	25	○				
			5	Jackfruit processed	33,980,000	4 days	25	○				
			6	Processing zalacca palm taffy	10,000,000	4 days	3	○				
			7	Processing rice and fish cripsy chips	12,000,000	5 days	15	○				
<b>BPPIP-BARISTAND Manado</b>	2003	7	1	Technique for making white copro	25,000,000	1 week	20	○				
			2	Technique for making charcoal cranium skuel kneecap	20,000,000	1 week	20	○				
			3	Technique for making alcohol technic (70%-90%)	20,000,000	1 week	20	○				
			4	Technique for making ant sugar	20,000,000	1 week	20	○				
			5	Technique for woof livestock	23,500,000	1 week	20	○				
			6	Technique for nata de coco	15,000,000	2 weeks	20	○				
			7	Diversification seagrass products	25,000,000	1 week	20	○				
<b>BPPIP-BARISTAND Makassar</b>	2003	1	1	Improving quality cashew nut and diversification of cashew nut for improving its economic value	231,002,400	2 weeks	30	○			○	
<b>NAFED-IETC</b>	2003	96	1	International Trade x 75			2012					
			2	Quality Control x 13			228					
			3	Trade Exhibition Management x 1			16					
			4	Japanese language x 5			99					
			5	Other x 2			34					
<b>Total*</b>		<b>589</b>					<b>10,498</b>					

SOC: State-owned Company, LE: Large Enterprise, GO: Government Official, EO: Extensiton Officer, F: Facilitator

\*: Total of : PUSDIKLAT-INDAG (2003), BDI x 2 (2003), IDKM (2003), DINAS x 28 (2002), MIDC (2003), Balai Besar x 8 (2003), BARISTAND x 8 (2003), IETC (2003)

Source: MOIT

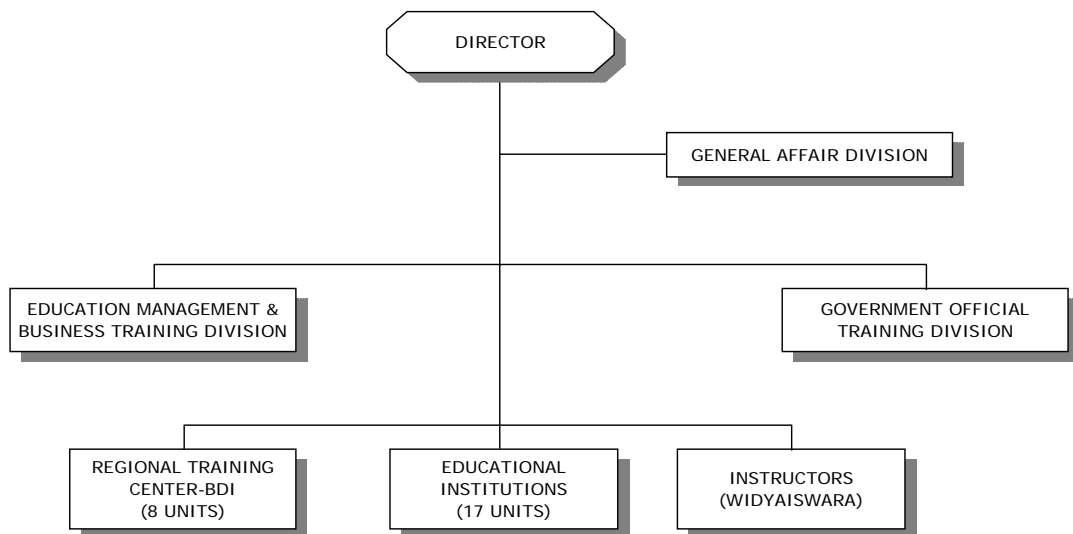
(1) PUSDIKLAT-INDAG

After the merge of two ministries, there were two training agencies under MOIT, 1) PUSBINLAT providing the academic education and training for private sectors and 2) PUADIKLAT providing training for the ministry staff and state-owned companies. Two agencies were merged to PUSDIKLAT-INDAG in June 2001 by decree.

PUSDIKLAT-INDAG is a HRD implementation agency under Secretary-General taking over the works of both former PUSBINLAT and PUSDIKLAT. The scope encompasses 1) training for ministry staffs and state-owned companies, 2) academic education and 3) training for private sectors.

Fig. 2-2 is the organization chart of PUSDIKLAT-INDAG. There are two (2) training centers in Jakarta with accommodations, and eight (8) regional training centers (BDI) which were under PUSDIKLAT-INDAG in Medan, Padang, Jakarta, Surabaya, Yogyakarta, Denpasar, Makassar and Bandung. Also PUSDIKLAT-INDAG runs 17 academic schools which were under PUSBINLAT. The 17 academic schools comprise of nine (9) vocational schools, including STMI and APP, and eight (8) colleges. At BDIs across the nation, the training for the provincial government staffs and state-owned companies is carried out. The supplementary training for the private sector targets mainly micro and small enterprises. Among 17 academic schools, STMI and APP have the training courses for the managers of SMEs.

**Fig. 2-2 Organization Chart of PUSDIKLAT-INDAG**



Source: PUSDIKLAT-INDAG

In 2003, PUSDIKLAT-INDAG provides in total 60 training programs for ministry staffs, state-owned companies, and private sectors. Out of 60, 13 programs were for ministry staffs, and 10 programs were for training of trainers (TOT).

Table 2-1 includes training programs implemented by the headquarters of PUSDIKLAT-INDAG and two BDIs in 2003. Most of them dealt with general management theory and basic production technologies for local industries. There were no courses tailored to manufacturing industry. None of them targeted the supporting industry.

The average number of participants in the training was about 24. The target of each program is not clearly defined partly because of the intention of exchange promotion among ministry staffs, state-owned companies, and private sectors through the training programs. Table 2-1 indicates the number of participants from SMEs, however, most of them were from micro and small enterprises.

For the selection of training themes, need assessment survey was done in 1999 from 20 to 25 SMEs of each of six (6) cities at a national level. But the survey has not been followed thereafter. Regarding the themes of training for the state-owned companies, PUSDIKLAT-INDAG has the regular contact with the person in charge of each company. At present, post-evaluation of the programs is not being done.

PUSDIKLAT-INDAG has about 120 internal instructors but no instructors of production technologies. As needs arise, PUSDIKLAT-INDAG invites outside instructors from universities or private training institutions.

The budget is divided into 1) routine budget and 2) project budget. Routine budget is for the fixed cost including salaries for the permanent staffs. The size of the project budget is 40 billion Rupiah for both 2002 and 2003. Out of the project budget, 2.5 to 3 billion Rupiah are allocated for the training programs and the rest is used for the maintenance of the facilities. Fees are not collected from the participants of the program for private sectors. Most of them are from micro or small enterprises.

## (2) Directorate General of Small-Medium Scale Industries and Trade (IDKM)

IDKM is responsible for the formulation of promotion policy for SMEs in all sub-sectors of industry and trade. Focused on the manufacturing sector, the promotion of the supporting industry is one of the main missions of the IDKM.

Several sections of MOIT other than PUSDIKLAT-INDAG organize and provide the training programs for private sectors. The IDKM, whose principal mission is policy-making to promote SMEs, also provides training programs. Table 2-1 lists training programs implemented by IDKM in 2001, 2002 and 2003. On average, the programs are conducted during one week for 20 – 30 participants. Some of the programs are implemented by other agencies with the fund of IDKM. There are cases where extension officers of IDKM work as an instructor. Most of the training instructors, however, are invited from outside. Fees are not collected from the participants of the programs.

As far as the Study Team investigated, IDKM does not have any section responsible for overall planning and implementation of the training programs.

### (3) DINAS

IDKM used to have the regional offices. However, under the drive of the decentralization, the regional offices of IDKM were converted to Industry and Trade Offices (DINAS) belonging to the provincial governments in 2001. The project budget of IDKM for SMEs promotion in 2003 was about 53 billion Rupiah, out of which 30 billion Rupiah corresponding to 70% were passed to the DINAS. DINAS organize and implement various programs for SMEs promotion by own initiative. Besides the budgetary support, the function of the IDKM over activities by DINAS is limited to coordination. IDKM does not completely grasp the activities by DINAS.

DINAS of the provincial government of Surabaya, which is the second largest industrial area after Jakarta, has the yearly project budget of 4 billion Rupiah, 3 billion Rupiah from MOIT and 1 billion Rupiah from the provincial government. Out of 4 billion Rupiah, 26 million Rupiah are used for training programs for SMEs. Most of the programs are for the production technologies of local industries.

As mentioned above, DINAS plan and run various industry promotion programs with their own initiative with the subsidy from MOIT and their own budget from the provincial government. Table 2-1 shows the list of training programs for SMEs by 28 DINAS for 2002. For 3,500 people, 217 training programs were carried out. There were many participants from micro enterprises. Table 2-2 is a summary of the 217 programs of Table 2-1 based on the contents. The total number of training programs of production technology for local industries accounts for 54.4%, and general management accounts for 22.1%.

**Table 2-2 Training Programs by DINAS in 2002 by Category**

Production Technology for Local Industries	118	54.4%
Management/Entrepreneurship/Registration	48	22.1%
Facilitator Training	16	7.4%
Quality	9	4.1%
Cleaner Production/Environment	8	3.7%
Fertilizer	6	2.8%
Metal Skills	5	2.3%
IT	4	1.8%
Packing	3	1.4%
Total	217	100.0%

Source: JICA Study Team

UPTs (Common Service Facilities) which were established at a national level to provide technical support to local SMEs also belong to DINAS. There are 90 UPTs at present. Facilities and equipment of most of the UPTs, however, are too old to meet the demand of the industry. The services of four (4) UPTs in Java including the UPT in the province of Surabaya, BPTLOGAM Sidoarjo, are relatively active to help local metal industry. But their services regarding HRD are limited to the training of machine operation.

#### (4) Metal Industries Development Center (MIDC)

MIDC used to be one of the technical centers under BPPIP for metal and machinery industries. Due to the stronger contact with the industry through various types of technical services, such as R/D and technical training programs, than other centers, MIDC came under IDKM in 2002. IDKM has a plan to convert MIDC into a core of its technical supports to manufacturing SMEs.

The specialties of MIDC are 1) casting 2) heat treatment and metal plating 3) machining 4) metal joining and forming 5) calibration and testing 6) CAD/CAM and 7) industrial management. Activities are R/D and trainings for private sectors and government officials. The percentage of the training is on the increase lately.

MIDC maintains a list of SMEs of the relevant sectors to whom the training programs are informed for participation. Table 2-1 is a list of 17 training programs MIDC provided in

2003 to the industry. Most of the programs dealt with metalworking technology. Four (4) programs were for ISO 9000 series. Out of 17, five (5) programs were intended for SMEs.

(5) Agency for Research and Development of Industry and Trade (BPPIP)

Under BPPIP, there are eight (8) technical centers (Balai Besar) listed below and 13 regional offices (BARISTAND-INDAG).

Center for Chemical and Packaging – Jakarta

Center for Agro-based Industry – Bogor

Center for Material and Technical Product (B4T) - Bandung

Center for Pulp and Paper – Bandung

Center for Ceramic – Bandung

Center for Textile – Bandung

Center for Leather, Rubber and Plastic – Yogyakarta

Center for Handicraft and Batik - Yogyakarta

Secretariat of BPPIP controls the budget of Balai Besar and BARISTAND-INDAGs. Detailed planning of the activities is done by each Balai Besar or BARISTAND, but the overall policy is formulated by the Center for R/D of Industry and Trade. Refer to the Fig. 2-1.

Each Balai Besar has respective specialty area, and the scope of the activities covers R/D and training programs for private sectors. They have equipment and machinery necessary for the activities. BARISTAND concentrates on the technical support to local products of respective region. There are programs implemented by BARISTAND at the request of DINAS of the provincial government. But BARISTAND operates under control of BPPIP, and there is not any institutional cooperation agreement with DINAS.

Table 2-1 shows the training programs by eight (8) Balai Besar's and eight (8) out of 13 BARISTANDs in 2003. Programs by BARISTAND are intended to meet the needs of the local industries and there are many participants from micro enterprises.

(6) Indonesia Export Training Center (IETC)

IETC was established in 1989 under Ministry of Trade. After the merge of Ministry of Trade and Ministry of Industry, IETC belonged to PUSBINLAT of MOIT. Then, before the merge of PUSBINLAT and PUSDIKLAT, IETC moved under NAFED in 1998.

The mission of IETC is training and dissemination of the know-how of international trade. In order to expand its activities to a regional level, IETC is developing RETPCs (Regional Export Training Promotion Centers). The first RETPC was opened in Surabaya in 2002. By 2004, there will be four (4) RETPCs (Surabaya, Medan, Makassar, and Banjarmasin). Unlike BDI of PUSDIKLAT-INDAG and BARISTAND of BPPIP, RETPCs belong to DINAS operating with the budget from the provincial government, NAFED and IETC. Conversion of RETPC to UPT is in the study.

Activities of IETC are:

- Education for 1) export-import management 2) rubber technology
- Training of 1) international trade 2) quality control 3) exhibition 4) business language
- Consultation for 1) post training 2) product testing

Table 2-1 shows the number of training programs conducted by IETC and participants in 2003 by category. Total number of programs was 96 and total number of participants was 2,389. The 95% of participants in education and training are junior staff of SMEs, 80% of which are from manufacturing sectors and 20% from trading companies. The remaining 5% are government officials.

IETC has 20 internal instructors. Training is provided by internal and outsourced instructors. The routine budget for 2003 was 2.54 billion Rupiah and project budget was 3.15 billion Rupiah. A half of the project budget is used for maintenance of facilities and purchase of new equipment. Two (2) billion Rupiah are allocated for implementation of the training programs. On the other hand, the amount of self-finance reached 5.5 billion Rupiah accounting for 49% of the total budget.

## **2.2.2 Other Ministries Relating to Human Resource Development**

Besides MOIT, the following ministries are executing human resource programs:

- (1) Ministry of Manpower and Transmigration (MOMT)
- (2) Ministry of National Education (MONE)
- (3) Ministry of Cooperatives and Small and Medium Enterprises (MOCSME)



(1) MOMT

MOMT conducts training under the mission of “Getting people well-prepared to enter the job market”. Therefore, the objective of the training held by MOMT specifically is to reduce the high unemployment. MOMT provides so many training programs replying the job market requirements. The training itself is more concentrated on how people can find a job either locally or abroad at any education level.

1) SYSTEM

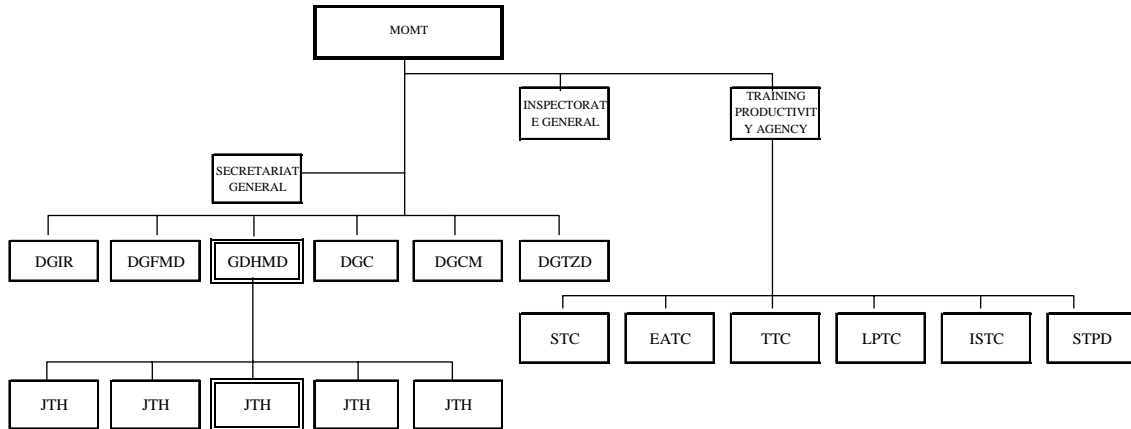
Prior to step forward into the training contents and scheme, the history of each department at MOMT will be introduced. Actually, this department is a merger of two departments. The Department of Manpower is one side and the Department of Transmigration is the other side. Each of the departments has a training center. They are still on service even after the merger of the departments.

There are two training centers as:

- BLK (Balai Latihan Kerja) or JTH (Job Training House).
- Badan Pelatihan dan Produktivitas Pegawai or Training and Productivity Agency

Organization chart showing the position of JTH and Training Productivity Agency is shown below:

**Fig. 2-3 Organization Chart of MOMT**



**NOTE:**

- DGHMD: Directorate General Home Manpower Development
- DGFMD: Directorate General Foreign Manpower Development
- DGIR: Directorate General Industries Relationship
- DGC: Directorate General Control
- DGCM: Directorate General Resident Mobility
- DGTZD: Directorate General Transmigration Zone Development
- STC: Staff Training Center
- EATC: Employment Abroad Training Center
- TTC: Transmigration Training Center
- LPTC: Labor Productivity Training Center
- ISTC: Industries and Services Training Center
- STPD: Secretariat of Training & Productivity Agency
- JTH: Job Training House

Source: MOMT

**2) Training Program held by JTH**

There were 156 JTHs (BLK) all over Indonesia under the supervision of MOMT in the past. After decentralization policy has been enforced 150 JTHs belong to the provincial government. The remaining 6 JTHs are now supervising the activities of other JTHs as UPT.

The 6 JTHs are located in Medan, Samarinda, Makasar, Surabaya, Lembang and Serang. They are called Center of Job Training House and are fully financed by the Central Government.

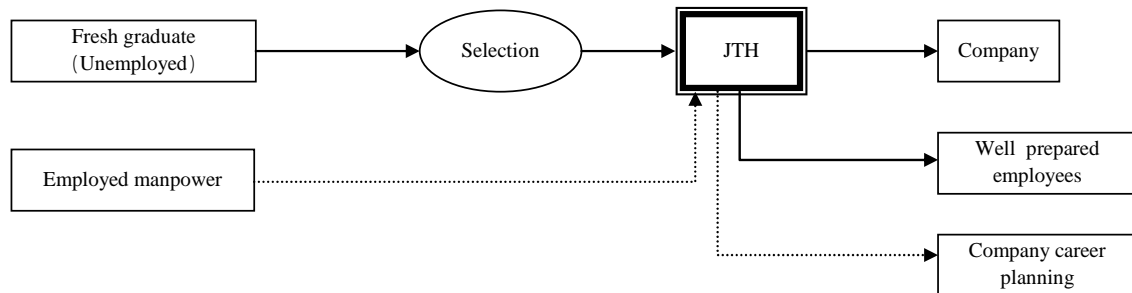
The training is provided for new graduate and consists of some subjects in line with the job market requirements i.e.:

Mechanical Engineering, Automotive, Electricity, Construction, Motor Cycle Mechanic, Handy Craft etc.

These JTHs also provide a vocational training for industries that expect to improve the technical skill of employees.

The training scheme of JTH can be drawn as follows:

**Fig. 2-4 Training Scheme at JTH**



Source: JICA Study Team

### 3) Training Program held by Training and Productivity Agency

Previously, there were two PUSDIKLATs in the past. One is Pusat Pelatihan Transmigran (Training Center for Transmigration) and another is Pusat Pelatihan Pegawai (Training Center for staff), and after 1999 they were consolidated into Badan Pelatihan dan Produktivitas (Training and Productivity Agency).

There are six sections in the Agency:

1. *Sekretariat Badan Latihan dan Produktivitas (Secretariat of Training and Productivity Agency).*

The principal activity of Secretarial of Training and Productivity Agency is publicity work to disseminate activity of the Center as a whole.

2. *Pusat Latihan Transmigrasi (Transmigration Training Center).*

Transmigration Training Center provides training to people who are willing to move to another area within the country of Indonesia. This training puts more

emphasis on to train peoples in the field of agriculture, such as how to use the best fertilizer, how to maintain the irrigation, how to develop new plants and so on.

3. *Pusat Pelatihan Tenaga Kerja Luar Negeri (Employment Abroad Training Center) formerly called CEVEST, located in Bekasi.*

Employment Abroad Training Center provides training by Japanese instructors and the trainee who graduated from this training center is well prepared to follow the job training in Japan. But currently it has changed. The training is provided for other participants who want to get a job in another country such as Saudi Arabia as well. The curriculum includes intensive foreign language course. All participants who passed from this training are afford to communicate with a language used in the target country for his or her job.

In addition, CEVEST has more important rolls to industry as ‘trainer’s training (TOT)’, ‘general skill training’ and ‘issuing skill certificate’.

TOT under CEVEST covers the following 8 sub-sectors and fundamental skills:

1) Machining, 2) Electric, 3) Welding, 4) Metalworking, 5) Automotive, 6) Information, 7) Electronics, 8) Industrial Electronics

In addition, furniture course is under preparation now.

The training for vocational instructors (TOT) is held to provide skilled and competent government and non-government instructors, and is made of the 4 training programs as 1)initial training (long training), 2)skill upgrading training, 3)promotion training and training technologies.

4. *Pusat Pendidikan Pegawai (Staff Training Center).*

Staff Training Center provides training for the staffs of the Department of Manpower and Transmigration for career planning.

5. *Pusat Pelatihan Industri Jasa dan Manufaktur (Manufacturing Industries & Services Training Center), located in Bandung.*

Manufacturing Industries & Services Training Center provides training for people who want to find a job and people who want to improve the skill to find better job, and also provide training for the trainer. This training center provides some training among other things:

- Mechanic
- Electronic
- Automotive
- Plumbing
- Welding

- Electric
- Construction
- Information Technology.

This training targets to boost skills of participants so the duration of training depends on the subject to be taken. Generally, each subject varies from 3 to 6 months. The trainees are able to acquire advanced technical skills with full assistance from high proficient instructors. Therefore, this training center is called as “Center of Excellent”.

The main emphasis of this training center is to advance the learning of the participants and provide them with the means to develop their own lives and careers.

6. *Pusat Produktivitas Tenaga Kerja (Manpower Productivity Center).*

Manpower Productivity Center provides management training to some institutions specifically in order to get ISO Certificate and other Industrial Certification for the business support.

(2) Ministry of National Education (MONE)

The Minister conducted national education with a mission: “To educate citizens to be smart and wise”, and under this mission, all citizens have a chance to get formal education for the duration of 9 years or until graduation from Junior High School.

The children at seven years old have a right to enter primary school for the duration of six years and they can enter Junior High School for three years after success of level six achievement test at the end of primary school. This is the mandatory education regulation that all citizens should have to obtain. For the poor after passed from level three of Junior High School, they may find a job or attend short course such as beautician, hairdresser, mechanic, tailor and afterward they may find a job.

Remaining students can continue their study at Senior High School and after they try to find a job or chose to continue. Many choices of the study are available such as Diploma I for 1-year duration, Diploma II for 2 years duration, Diploma III or Polytechnic for 3 years duration, or University for 4 years duration.

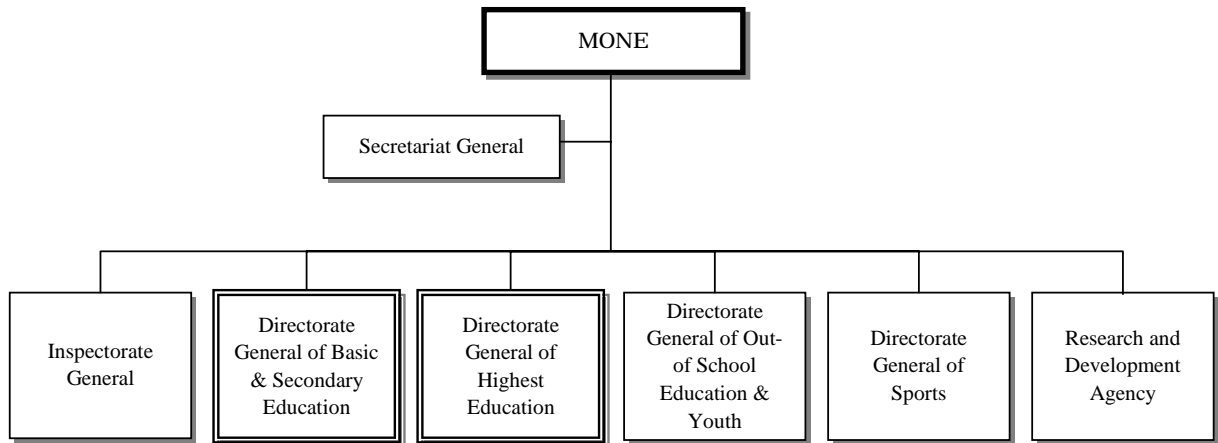
When we focus on the skill training/education rather than general education, it is covered by “vocational secondary education (SMK) and consists of 6 study groups as 1.Agriculture

and forestry group, 2.Technology and industry group, 3.Business and management group, 4.Community’s welfare group, 5.Tourism group, and 6.Arts and handicrafts.

Polytechnics play an important role for industries to nurture quality technicians not only to incubate younger and candidate technicians (students). Some private polytechnic established under the technical and financial assistance from foreign countries, are well organized and afford to nurture quality technicians for the industry.

Organizational structure of the ministry and the concerned division for secondary and higher education is shown below.

**Fig. 2-5 Organization Chart of MONE**



Source: MONE

**(3) Ministry of Cooperatives and Small and Medium Enterprises (MOCSME)**

The training conducted by MOCSME has more emphasis on providing knowledge to cooperative members and SMEs. The mission is to coordinate members and to improve the capability of business management. Therefore, the training is corresponding to the business requirements to develop human resources in the cooperative members in order to contribute to the economy.

**1) SYSTEM**

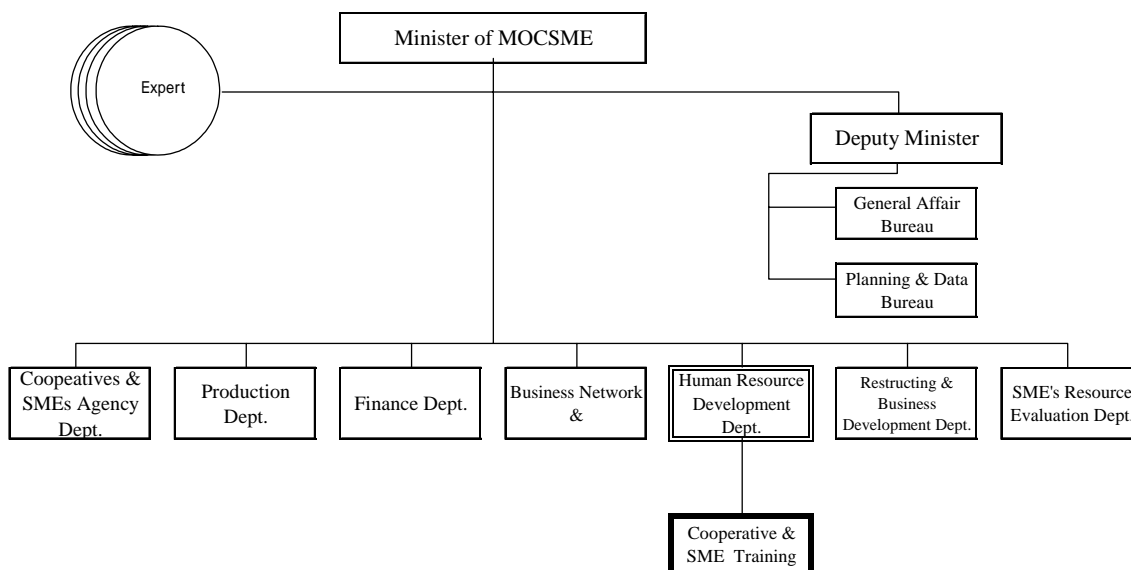
There are no clear demarcation in SMEs promotion between MOIT and MOCSME even though the presidential law No. 201 of the year 2001 regulates the MOCSME as a policy maker for SME promotion. Rather, services conducted by the both ministries indicate that

MOCSME targets mainly small to micro farming industry to secure social welfare and MOIT for small to medium enterprises in the view of strengthening industrial development.

Cooperative is a business entity set up by individuals who usually only has a small amount of capital, and the business itself managed by one or two of the elected members. Cooperative members are cooperative committees and playing a wide role in the organization. To improve the capital of cooperative members, it is obliged to deposit a monthly contribution at certain amount called contribution by obligation in addition to voluntary contribution.

In 1999, the independent agency of Cooperative & SME was liquidated and changed into State Ministry of Cooperative & SME and there was a new organization called SMECDA as the executive body, while the State Ministry of Cooperative & SME as policy maker. By this organization, the State Ministry of Cooperative & SME has 7 deputies to manage all kinds of Ministry activities as shown in the structure of organization below.

**Fig. 2-6 Organization Chart of MOCSME**



Source: MOCSME

Seen from organization above before the year 1999 there was Puslatkop & PK (Cooperative and SME Training Center) and Pusat Pelatihan Pegawai (Staff Training Center) located in Jakarta, and 27 Balatkop & PK (Cooperative & SME Training Agency) located in each of province in Indonesia were under MCSME supervision. And since 1999,

said training activity was taken over by SMECDA, especially for cooperative and SME training, and then, in 2001, due to the liquidation of SMECDA, the training activity held by SMECDA is transferred to MOCSME.

In connection with the decentralization, training agencies under the Cooperative & SME were taken over by province and currently it seems there is no activity anymore.

## **2.3 Private Sector**

There are various private organizations for human resource development nationwide. The following private organizations that are representing each society or sub-sector group contribute much to the human resource development for the industry.

### **2.3.1 Non-profit Organizations**

#### **(1) YAYASAN PENDIDIKAN MATSUSHITA GOBEL (YPMG)**

YPMG is an independent non-profit private organization established for human resource development to the public. YPMG's services started in 1979 and actual public services such as workshop-based practical trainings are handled by LPSM (Human Development Institute under YPMG). LPSM offers regular and custom-designed training programs as well as seminars and workshops in the areas of manufacturing-related management and technical skills mainly in electrics and electronics field.

Six (6) full-time and forty-three (43) part-time instructors manage training programs offered by LPSM. In case of necessity, strong supports such as machine/equipment donation and or dispatching instructors to training programs. International agencies such as JICA (Japan International Cooperation Agency), OVTA (Overseas Vocational Training Association of Japan), JODC (Japan Overseas Development Corporation) etc. have been supporting the activity of LPSM mainly through technical collaboration.

#### **(2) YAYASAN DHARMA BHAKTI ASTRA (YDBA)**

YDBA is a member of ASTRA Partnership headed by both ASTRA Group\*) and ASTRA International. Strictly speaking, ASTRA International sponsors YDBA. YDBA was established in 1980 to render non-profit social contribution to public. More precisely,

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\*) ASTRA Group: Astra Mobil, Toyota Astra Motor, Astra Heavy Industry, Astra Honda Motor, Astra Otopart and Astra Agro Lestari



YDBA is expecting to promote the growth of SME possessing a high competitive ability in the domestic as well as in the global market

YDBA's service has two directions. One is technical training to ASTRA affiliated companies and another is promotion of SMEs and micro-enterprises through training in both technical and managerial aspect, matchmaking, production control, and financial assistance. As for financial assistance, ASTRA Partnership has an agent opened for intermediate services among commercial banks and SMEs.

As for instructors, YDBA has regular instructors only in financing and repair/maintenance of automobiles. Training programs in other fields have been provided by out-sourcing method.

(3) YAYASAN BINA MITRA BAKRIE (YBMB)

YBMB is a non-profit foundation to optimize the proceeding of partnership program within Bakrie group, in order to achieve synergy advantages obtainable from the partnership programs conducted. Recently, in order to comply with social compliances, YBMB started the following services to non affiliate SMEs:

- BDS for small farmers inclusive of plantation workers
- Business matching
- Community development to nurture entrepreneurship
- Production skill training and auditing
- Management technology training (marketing, trading, financing, environmental protection)
- Credit guarantee for SMEs

These services are available upon request from the SMEs and YBMB has neither regular training programs nor in-house lecturers. When YBMB requested assistance from SMEs, they will prepare training program with outsourcing method.

### **2.3.2 Management Institutions**

There are many private management institutions nationwide. Some management consulting firms operate management training school as a part of services opened for industry. On the other hand, there are some private management institutions specializing only in human resource

development through school education. PPM is one of the most successful and high-level institutions for management skill development through school education in the country.

(1) PPM (Pusat Pengembangan Manajemen): Center for Management Development

PPM is one of the oldest private management school, founded in 1967, to nurture promising managers. Therefore, programs provided by PPM target management specialists and/or people in industry who are seeking for higher knowledge and understandings in management.

Around 12,000 people from different companies, organizations and different positions attend the program annually to develop themselves. The 69 executive development programs and one program for new managers were provided in 2003.

(2) ASTRA MANAGEMENT DEVELOPMENT INSTITUTE (AMDI)

AMDI is an institute opened only for employees in ASTRA affiliate companies to satisfy specific needs within the affiliates. Topics and target goals in each training program offered in the institute are complying with the actual request from the affiliates. Their influence to the industry cannot be neglected though AMDI's services are limited only to affiliates. Because the number of employees covered in ASTRA partnership is huge in the country.

Curriculum is separated into four major courses as:

1. Leadership competence
2. Functional competence
3. Basic competence
4. In house training

(3) PRASETIYA

Just like PPM, PRASETIYA is a business management school opened for all the industry. The training programs provided by the school are targeting practical topics that are required for business activities rather than boosting business knowledge at all. However, programs are specialized only in the management technology but no programs that are targeting production control and production technology is provided. Almost all the training programs are consisted of short courses and not one of them exceeds 5 days.

### 2.3.3 POLMAN (Manufacturing orient polytechnic)

POLMAN under supervision of MONE are categorized in higher education institutions.

Three POLMAN introduced here are popular for practical and systematic training programs. Two of them are established by foreign assistance about 30 years ago and are of European style craftsman bringing-up program concentrating on production techniques at real manufacturing process. These are D-III level higher education institutes, but their services are opened for industry as well.

Most of the training programs for industry are provided upon request. Therefore, the training range from basic to advance level of technology is available.

#### 1) POLMAN ATMI (Akademi Teknik Mesin Industri)

ATMI founded in 1968. ATMI provides mechanic and manufacturing technology rather than management technology. As of May 2002, there is 284 staff within the institution. The mission of the institution, if we quote from the profile, the program is designed to provide professional and skilled labor for the industry, and the educational focus is on a method which is known as: production based education and training.

Main fields of services opened to industry are consulting, technical research and skill training. Following industrial trainings are available as a regular program:

**Table 2-3 Major and Regular Training Programs Opened for Industry (ATMI)**

a. Basic mechanics	b. Technical drawing	c. Mould maintenance
d. Applied mechanics	e. CAD / CAM / CATIA	f. Maintenance & repair
g. Advanced mechanics	h. Heat treatment	i. Workshop management
j. CNC programming	k. Metal sheet fabrication	l. Pressing tool design
m. Welding		

Source: POLMAN ATMI

In addition to the regular program, custom-made program is available upon request from industry. Training course for plastic mould fabrication, for example, can be provided as a special course.

## (2) Polytechnic Manufaktur (POLMAN), Bandung

POLMAN was established in 1976 under the technical and financial assistance from Switzerland and ITB (Institute of Technology, Bandung). Its history, how the POLMAN came about and services for industry are almost same as ATMI. Similar training programs as ATMI are prepared for industry. Nowadays, 41 regular training programs and irregular but special programs (custom made) have been opened for industry. For example, the following training programs were opened:

**Table 2-4 Major and Regular Training Programs Opened for Industry (POLMAN Bandung)**

a. Basic mechanics	b. Technical drawing	c. Mould maintenance
d. Applied mechanics	e. CAD/CAM	f. Maintenance & repair
g. Advanced mechanics	h. Heat treatment	i. Workshop management
j. CNC programming	k. Metal sheet fabrication	l. Die casting
m. Pressing tool design	n. Welding	o. Foundry techniques
p. Production control	q. Mechatronics	

Source: POLMAN Bandung

Also, custom-made training programs will be opened upon request from industry. It includes plastic processing technology.

## (3) POLMAN ASTRA

POLMAN ASTRA is founded by ASTRA foundation.

Production based education and training system with technical support from ASTRA group (TOYOTA, HONDA, ISUZU, DAIHATSU, NISSAN DIESEL, BMW, PUJET, KAMATSU, PATRIA, AGRO-BUSINESS) is the strength and educational principle of ASTRA.

As for vocational training and industrial training, 1,100 to 1,500 gross totals of trainees have participated annually in these few years. Objectives of the industrial training are 'skill training for job seekers', 'technology transfer to SME' and 'improvement of production techniques for operators'. These industrial trainings are not limited to ASTRA affiliate members.

ASTRA has special advantages in metalworking and electrical control devices and software field because technical assistance and manpower are available from the supporting organization.

## **2.4 Overview of Off-JT Organizations and Supply Capacity**

The following two tables are summing-up of training programs in the field of fundamental production technology, and management technology including production control technology respectively.

### **(1) Trainings for Skills/Techniques**

As shown in the Table 2-6, most of the production technology training seems to place emphasis on the basic skills as vocational training or skill improvement for operators.

Advanced level training, however, is available at the higher education institutions as an irregular course or a custom made program upon request from industry. YPMG is trying to correspond to specific training needs from industry especially in the field of electrics and electronics related technology utilizing full advantages of technical assistance from Matsushita-Gobel group and foreign technical assistance.

Also, POLMAN can afford to provide both regular training and custom-made program to industry. Especially, three POLMAN listed in the table have strength in practical training that can meet the technical requirement from the global market in supplying parts and components.

**Table 2-5 Number of Training Programs and Estimated Number of Participants at Major Training Institutes**  
(Major Training Programs opened for Industry: Production technology/ techniques)

Criteria		Metalworking									
		Private agencies									Public
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE				POLMAN		MOMT
		YPMG	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST
Vocational skills (basic)	No.of programs (actual)	1	4	0	0	0	0	4*	4	6	8.1
	Annual participants (estimate)	n.a.	1800	0	0	0	0	120	n.a.	n.a.	324
Engineering /Design (intermediate)	No.of programs (actual)	3	0	0	0	0	0	3*	2	2	84
	Annual participants (estimate)	n.a.	n.a.	0	0	0	0	100	n.a.	n.a.	336
R/D (advance)	No.of programs (actual)	1	0	0	0	0	0	n.a.	n.a.	3	0
	Annual participants (estimate)	n.a.	n.a.	0	0	0	0	n.a.	n.a.	n.a.	n.a.

Criteria		Plastic									
		Private agencies									Public
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE				POLMAN		MOMT
		YPMG	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST
Vocational skills (basic)	No.of programs (actual)	1	*	0	0	0	0	1*	*	1	n.a.
	Annual participants (estimate)	n.a.	*	0	0	0	0	30	n.a.	100	n.a.
Engineering /Design (intermediate)	No.of programs (actual)	2	*	0	0	0	0	1*	*	1	n.a.
	Annual participants (estimate)	n.a.	*	0	0	0	0	n.a.	n.a.	30	n.a.
R/D (advance)	No.of programs (actual)	1	*	0	0	0	0	n.a.	n.a.	n.a.	n.a.
	Annual participants (estimate)	n.a.	*	0	0	0	0	n.a.	n.a.	n.a.	n.a.

Criteria		Die/Mold									
		Private agencies									Public
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE				POLMAN		MOMT
		YPMG	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST
Vocational skills (basic)	No.of programs (actual)	0	2	0	0	0	0	2	2	2	36
	Annual participants (estimate)	0	800	0	0	0	0	60	n.a.	n.a.	144
Engineering /Design (intermediate)	No.of programs (actual)	0	2	0	0	0	0	1*	2	2	50
	Annual participants (estimate)	0	800	0	0	0	0	30	n.a.	n.a.	200
R/D (advance)	No.of programs (actual)	0	0	0	0	0	0	n.a.	n.a.	n.a.	0
	Annual participants (estimate)	0	0	0	0	0	0	n.a.	n.a.	n.a.	0

Criteria		Final Treatment									
		Private agencies									Public
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT
		YPMG	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST
Vocational skills (basic)	No.of programs (actual)	3	*	0	0	0	0	1	1	1	8
	Annual participants	n.a.	*	0	0	0	0	n.a.	n.a.	n.a.	32
Engineering /Design (intermediate)	No.of programs (actual)	0	*	0	0	0	0	1	1	1	0
	Annual participants	0	*	0	0	0	0	n.a.	n.a.	n.a.	0
R/D (advance)	No.of programs (actual)	0	n.a.	0	0	0	0	n.a.	n.a.	n.a.	0
	Annual participants	0	n.a.	0	0	0	0	n.a.	n.a.	n.a.	0

Criteria		Traditional Skills									
		Private agencies									Public
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT
		YPMG	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST
Vocational skills (basic)	No.of programs (actual)	0	*	0	0	0	0	*	*	*	2
	Annual participants	0	*	0	0	0	0	*	*	*	n.a.
Engineering /Design (intermediate)	No.of programs (actual)	0	n.a.	0	0	0	0	*	*	*	*
	Annual participants	0	n.a.	0	0	0	0	*	*	*	*
R/D (advance)	No.of programs (actual)	0	n.a.	0	0	0	0	n.a.	n.a.	n.a.	*
	Annual participants	0	n.a.	0	0	0	0	n.a.	n.a.	n.a.	*

Remarks Data in the table indicates regular ongoing training programs except custom made program  
Polytechnic is a DIII level institute to nurture quality technicians. Annual graduates is 100 to 120 except those people received short training programs  
No. of programs at each criteria in Polytechnic are estimated by JICA team based on the curriculum.  
BAKRIE(YAYASAN BINA MITRA BAKRIE) provides services under request base from industry. Bakrie has no regular training programs now.  
\*: Exact data is not available but trainings have been provided irregularly  
1\*, 2\*, 3\*, 4\*: at least 1 or 2 or 3 or 4 training programs are provided to industries  
n.a.: Not available  
Criteria of technique and skills are made by the JICA team

Source: JICA Study Team

## (2) Trainings for Management and Production Control Technologies

Table 2-6 shows a general figure of trainings conducted in the popular private organization in the Republic.

Advanced level training is available at organizations that have boasts of the strength of its finance and network or at management schools having quality lecturers/instructors. Two

non-profit foundations and three management institutes are included in this category. Moreover, some management-consulting firms are preparing training programs to industry as well. However, their capability and achievements are separated into two types: high quality and low quality.



**Table 2-6 Number of Training Programs and Estimated Number of Participants at Major Training Institutes (Major Training Programs opened for Industry: Management Technology)**

Criteria		Administrations										
		Private Agencies									Public Entities	
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT	Province
		LPSM	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST	PEMDA
Basic course <sup>1)</sup>	No. of programs (actual)	0	2	0	0	1	0	0	0	0	0	n.a.
	Annual participants (estimate)	0	800	0	0	200	0	0	0	0	0	n.a.
General management skills <sup>1)</sup>	No. of programs (actual)	2	2	0	0	2	0	0	0	0	0	n.a.
	Annual participants (estimate)	180	800	0	0	450	0	0	0	0	0	n.a.
Business tactics development <sup>1)</sup>	No. of programs (actual)	1	n.a.	0	6	5	20	0	0	0	0	n.a.
	Annual participants (estimate)	240	n.a.	0	750	300	1600	0	0	0	0	n.a.
Criteria		Marketing/Sales Promotion										
		Private Agencies									Public Entities	
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT	Province
		LPSM	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST	PEMDA
Basic course <sup>1)</sup>	No. of programs (actual)	0	2	0	0	0	0	1	1	1	0	n.a.
	Annual participants (estimate)	0	800	0	0	0	0	130	100	100	0	n.a.
General management skills <sup>1)</sup>	No. of programs (actual)	0	2	0	0	0	0	0	0	0	0	n.a.
	Annual participants (estimate)	0	800	0	0	0	0	0	0	0	0	n.a.
Business tactics development <sup>1)</sup>	No. of programs (actual)	1	n.a.	0	7	1	11	0	0	0	0	n.a.
	Annual participants (estimate)	60	n.a.	0	475	100	400	0	0	0	0	n.a.
Criteria		Human Resource Development										
		Private Agencies									Public Entities	
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT	Province
		LPSM	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST	PEMDA
Basic course <sup>1)</sup>	No. of programs (actual)	0	0	0	2	0	0	1	1	1	0	n.a.
	Annual participants (estimate)	0	0	0	100	0	0	130	100	100	0	n.a.
General management skills <sup>1)</sup>	No. of programs (actual)	1	0	0	2	2	0	0	0	0	0	n.a.
	Annual participants (estimate)	100	0	0	100	175	0	0	0	0	0	n.a.
Business tactics development <sup>1)</sup>	No. of programs (actual)	1	0	0	8	2	11	0	0	0	0	n.a.
	Annual participants (estimate)	125	0	0	900	275	1175	0	0	0	0	n.a.

Criteria		Finance										
		Private Agencies									Public Entities	
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT	Province
		LPSM	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST	PEMDA
Basic course <sup>1)</sup>	No. of programs (actual)	0	2	0	0	0	0	1	1	1	0	n.a
	Annual participants (estimate)	0	800	0	0	0	0	130	100	100	0	n.a
General management skills <sup>1)</sup>	No. of programs (actual)	0	2	0	0	0	2	0	0	0	0	n.a
	Annual participants (estimate)	0	800	0	0	0	200	0	0	0	0	n.a
Business tactics development <sup>1)</sup>	No. of programs (actual)	0	0	0	6	1	10	0	0	0	0	n.a
	Annual participants (estimate)	0	0	0	475	50	500	0	0	0	0	n.a

Criteria		Production Control										
		Private Agencies									Public Entities	
		NON PROFIT FOUNDATION			MANAGEMENT INSTITUTE			POLMAN			MOMT	Province
		LPSM	YDBA	BAKRIE	PPM	AMDI	PRASETIYA	ATMI	BANDUNG	ASTRA	CEVEST	PEMDA
Basic course <sup>1)</sup>	No. of programs (actual)	8	2	0	0	2	0	1	1	3	9	n.a.
	Annual participants (estimate)	1040	800	0	0	150	0	130	100	100	225	n.a.
Business tactics development <sup>1)</sup>	No. of programs (actual)	1	0	0	4	3	11	2	2	2	0	n.a.
	Annual participants (estimate)	20	0	0	375	150	475	260	200	200	0	n.a.

- Remarks - Number of trainees in the table is of the regular course curriculum and custom made programs are not included.
- YDBA limits their services to affiliate companies within ASTRA International.
  - 1): For classification of management technologies, refer to Chapter 4.

Date Source: JICA Study Team