

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

Follow-Up Study  
on  
Human Resource Development for SMEs  
Focused on Manufacturing Industries  
in  
Republic of Indonesia

**Final Report**

September 2005

UNICO International Corporation

## Preface

In response to a request from the Government of Republic of Indonesia, the Government of Japan decided to implement “The Follow-up 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. YAMAUCHI Hirofumi of UNICO International Corporation, 3 times during the period from January 2005 to August 2005.

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 further 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 2005

IZAWA Tadashi

Vice-President

Japan International Cooperation Agency

Mr. Tadashi Izawa  
Vice-President  
Japan International Cooperation Agency  
Tokyo, Japan

## **Letter of Transmission**

I am pleased to report to you completion of the Follow-up Study on Human Resource Development for SMEs in Republic of Indonesia and I would like to hereby submit the final report.

Between September 2003 and September 2004, the study team conducted a full-scale study on the development of human resources, focusing on those of the small- and medium-sized manufacturers. It has led to the establishment of the HR Development Committee (the Committee Specialized in HR Development for SMEs) and the proposal of action plans that are to be implemented by the committee. The follow-up study commenced in January 2005, with a primary purpose of assisting the HR Development Committee in implementing the action plans proposed in the full-scale study. During the study period, the TOT program was conducted twice and successfully trained 46 SME consultants. Questionnaire surveys were conducted for small- and medium-sized manufacturers other than those in supporting industries to identify and analyze the training needs. Through these activities, efforts were made to improve effectiveness of the SME HR development program in the country, including the provision of TOT course materials and implementation manuals and the formulation of plans to reinforce the action plans from the viewpoint of deploying the TOT program throughout the country and of modifying the TOT program in terms of level of training. Also, proposals were made on the SME database and the expansion of SME networks, which would form the foundation of SME promotion policy making.

Human resource development for SMEs is recognized as the key to the country's economic development and is listed as a major policy agenda at the Japan-Indonesia Government/Private Sector Joint Forum.

To achieve the objective of developing productive human resources for SMEs in the country, key success factors are the effective implementation of the action plans that have been proposed and accepted and committed efforts to accomplish the goals set in the plans. In this connection, we are pleased to see that the HR Development Committee has been reorganized,

the HR Development Clinic has started up, and other efforts to carry out HR development programs are on the rapid rise.

We would like to express our gratitude to valuable guidance and support provided by your agency, the Ministry of Foreign Affairs, the Ministry of Economy, Trade and Industry, and the Japanese embassy in Indonesia. We would also like to express our appreciation to cooperation and support extended by the Indonesian counterpart, especially a number of officials and staffs of the Directorate General of SME under the MOI, PUSDIKLAT-INDAG and other public and private HR development organizations during the study.

Hirofumi YAMAUCHI

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

## ABBREVIATIONS

ADB	Asian Development Bank
APEC-IBIZ	Institute of Small Business Counselors
BAPPENAS	The National Agency of Development and Planning (BADAN PERENCANAAN PEMBANGUNAN NASIONAL)
BDS	Business Development Service
BLK	Job Training House (Balai Latihan Kerja)
BNSP	National Agency for Professional Certification (Badan Nasional Sertifikasi Profesi)
BPPT	Business Technology Center
BPS	Badan Pusat Statistik: Statistic Bureau
CEVEST	Center for Vocational and Employment Service Training
DG	Directorate General
DINAS	Industry and Trade Office of Provincial Government
EO	Extension Officer
HACCP	Hazard Analysis Critical Control Point
HRD Committee	Human Resources Development Committee
IDKM	Directorate General of Small and Medium Industry and Trade
IKM	Directorate General of Small and Medium Industry
INKINDO	Association for Private Consultant
IPT	Indicator for Performing Technology
JABOTABEK	Jakarta Metropolitan Area: Jakarta, Bogor, Tangerang, Bekasi
KADIN	Indonesian Chamber of Commerce and Industry (Kamar Dagang dan Industri Indonesia)
LPT/LDP	The most Solid Management Agency (Lembaga Pembinaan Terpadu)
LPTC	Labor Productivity Training Center
LSP	The Agency of the Profession of Certificate (Lembaga Sertifikat Profesi)
MIDC	Metal Industries Development Center
MOIT	Ministry of Industry and Trade
OEM	Original Equipment Manufacturing
Off-JT	Off Job Training
OJT	On the Job Training
POLMAN	Manufacturing Orient Polytechnic
PROPENAS	Five-Year National Development Program
PUSDIKLAT	The Centre of Education and the Training
QCD	Quality, Cost and Delivery
RENSTRA	Strategic Plan (Rencana Strategi)
SMEs	Small and Medium Enterprises
TA	Technical Assistance
TOT	Trainer's Training
UNIDO	United Nations Industrial Development Organization
UPT	Common Service Facility
YDBA	Dharma Bhakti ASTRA Foundation (YAYASAN DHARMA BHAKTI ASTRA)
YPMG	Matsushita GOBEL Education Foundation (YAYASAN PENDIDIKAN MATSUSHITA GOBEL)

# Table of Contents

## Forward

<b>Chapter 1 Outline of the Study .....</b>	<b>1-1</b>
1.1 Outline of the Project .....	1-1
1.2 Outline of the Study .....	1-6
1.3 Objectives of the F/U Study .....	1-9
1.4 Schedule of the Project .....	1-11
1.5 Members and Assignment .....	1-15
<b>Chapter 2 Socio-Economic Condition .....</b>	<b>2-1</b>
2.1 Up-stream of the National Plan .....	2-1
2.2 Direction of the Indonesia's Mid-term Development Plan: 2004 – 2009 .....	2-2
2.3 Socio-Economic Condition .....	2-3
2.4 National Development Plan under the New Government, and Promotion of SMEs and Human Resource Development .....	2-6
2.4.1 The national development plan and its positioning .....	2-6
2.4.2 100-day development plan formulated by the Ministry of Industry .....	2-7
2.4.3 Medium-term and long-term national development plans .....	2-9
2.4.4 Targets set in MOI's development strategy (RENSTRA 2004 – 2009) and changes from the previous strategy .....	2-17
<b>Chapter 3 Direction to HRD of SMEs and Demand for Training Needs .....</b>	<b>3-1</b>
3.1 Background of the demand study and related studies by other organizations .....	3-1
3.2 Overview of industry subsectors selected for the study and the questionnaire survey .....	3-2
3.2.1 Subsectors selected for the study and basic conditions .....	3-2
3.2.2 Method and Condition of Questionnaire Survey .....	3-9
3.2.3 Results of questionnaire surveys to identify training needs .....	3-12
3.2.4 Results of the questionnaire survey covering the target subsectors .....	3-30
3.2.5 Conclusion and key points in development of TOT and SME training programs .....	3-32
<b>Chapter 4 The Current Condition of the HRD Committee .....</b>	<b>4-1</b>
4.1 Overview .....	4-1

4.2	Development of SME Consultant System (Shindanshi System) .....	4-5
4.2.1	Streamlining Peripheral Conditions to Establish Shindanshi System .....	4-5
4.3	Constraints for setting-up of SME Consultant System (Shindanshi system) and Peripheral Condition .....	4-15
4.3.1	Similar Establishment.....	4-15
4.3.2	Establishment of organization specializing in management of licenses.....	4-18
4.3.3	Proposal from KADIN(Indonesian Chamber of Commerce and Industry) and Other Private Organizations.....	4-19
<b>Chapter 5</b>	<b>TOT (Training for Trainers) .....</b>	<b>5-1</b>
5.1	Syllabus for Management and Production Control Technologies .....	5-2
5.2	Objective to Implement TOT.....	5-3
5.3	Summary of TOT and Recommendations to Implement TOT in the Future .....	5-4
<b>Chapter 6</b>	<b>Conclusion and Recommendations .....</b>	<b>6-1</b>
6.1	Background of HRD Committee's support and basic assumptions for recommendations.....	6-1
6.1.1	Training of SME development consultants (upgrading of the TOT implementation method and the relationship with the shindan-shi certification system) .....	6-1
6.2	Conclusion and Recommendations.....	6-8
6.2.1	Revision of TOT Curriculum .....	6-8
6.2.2	Building of the SME database and its enhancement to the SME network.....	6-26
<b>Annex-I</b>	<b>Syllabus of Curriculums of Management Technology</b>	
<b>Annex-II</b>	<b>TOT Basic Course Syllabus (Draft Plan)</b>	
<b>Annex-III</b>	<b>TOT Advance Course Syllabus (Draft Plan)</b>	
<b>Annex-IV</b>	<b>Delivery of Teaching Materials</b>	

## Tables

Table 1-1	Project Schedule.....	1-13
Table 1-2	Work Responsibility Schedule.....	1-16
Table 2-1	Base Money and Its Affecting Factors.....	2-5
Table 2-2	Quantitative Goals in the Mid-Term Development Strategy .....	2-13
Table 3-1 (1)	Number of Establishment without Legal Entity by Industry (No. of SMEs) .....	3-3
Table 3-1 (2)	Number of Employees for Establishment Legal Entity by Industry (SMEs) .....	3-4
Table 3-1 (3)	Value Added by Sub-Sector, 1998-2001 (Billion Rupiah) .....	3-5
Table 3-1 (4)	Number of Workers by Sub-Sector, 1998 – 2001 .....	3-6
Table 3-1 (5)	Worker Productivity, 1998 – 2001 (Billion Rupiah).....	3-7
Table 3-2	Summary of target output in both by area and sub-sector.....	3-9
Table 3-3	Outline of Responded Companies.....	3-12
Table 3-4	Classification by Training Need.....	3-13
Table 3-5	Comparison of Training Demand by Size of Enterprise .....	3-15
Table 3-6	Present Training Methods .....	3-16
Table 3-7(1)	Summary Table of Training Fee Evaluation.....	3-18
Table 3-7(2)	Summary Table of Training Fee Evaluation.....	3-18
Table 3-8	Summary Table of Evaluation on Training Results .....	3-19
Table 3-9	Summary Table of Information Sources .....	3-20
Table 3-10	Intent of Participation in the Off-JT Program .....	3-21
Table 3-11	Summary Table of Preference on Level of Employee Desirable to Participate in the Training Program .....	3-21
Table 3-12	Intent of Participation in the Future Off-JT Program (2004 Study).....	3-22
Table 3-13	Summary Table of Reasons for Not Participating in the Future Off-JT program.....	3-23
Table 3-14	Desirable Training Methods.....	3-24
Table 3-15	Desirable Duration of the Training Program.....	3-25
Table 3-16	Possible Participation Period .....	3-25
Table 3-17	Key Factor for Participation in the Training Program .....	3-26
Table 3-18	Financial Assistance for Employee Participating in the Training Program.....	3-26
Table 3-19	Usefulness of SME Advisor.....	3-27
Table 3-20	Desirable Level of Employee and Topics/Themes for the Future Training Program (F/U Study).....	3-28
Table 3-21	Desirable Level of Employee and Topics/Themes for the Future Training Program ((2004) Study).....	3-28
Table 3-22	Correlation between Annual Sales and Sub-sector (by Number).....	3-30
Table 3-23	Correlation between Annual Sales and Sub-sector (%) .....	3-30



Table 3-24	Necessity to Training Employees (by number of answers).....	3-31
Table 3-25	Necessity to Training Employees (by number of despondence).....	3-31
Table 4-1	Summary of on-going certification system in the country .....	4-15
Table 5-1	Outline of Subjects to be Acquired for SME Management Consultant .....	5-3

## Figures

Fig. 1-1	Target Support Scheme of Human Resource Development of Manufacturing SMEs.....	1-4
Fig. 1-2	Action Plan .....	1-5
Fig. 1-3	Flowchart of the F/U Study .....	1-7
Fig. 1-4	Concept of the Field Study .....	1-8
Fig. 1-5	Target Activities of HRD Committee and the Condition of Activity during the Follow-up Study .....	1-10
Fig. 1-6	Member List .....	1-15
Fig. 2-1	Net Domestic Assets.....	2-5
Fig. 2-2	Growth per Sector in 2004 .....	2-6
Fig. 2-3	Performance of Manufacturing Industries in East Asia (1980 – 2000) .....	2-16
Fig. 3-1	Number of Enterprises by Size.....	3-5
Fig. 3-2	Classification by Annual Sales.....	3-13
Fig. 3-3	Comparison of Surveyed Companies by Training Need .....	3-13
Fig. 3-4 (1)	Enterprise Size and Training Demand.....	3-14
Fig. 3-4 (2)	Enterprise Size and Training Demand.....	3-15
Fig. 3-5	Participant Evaluation on Training Fee .....	3-17
Fig. 3-6	Evaluation on Training Results by Size of Enterprise.....	3-19
Fig. 3-7	Information Sources .....	3-20
Fig. 3-8	Level of Employee Desirable to Participate in the Training Program.....	3-22
Fig. 3-9	Reasons for Not Participating in the Future Off-JT program .....	3-23
Fig. 4-1	Organization of Ministry of Industry.....	4-1
Fig. 4-1 (R)	Organization Chart of MOIT (as of the end of February 2005) .....	REF-IV-3
Fig. 4-2	Organization Structure of IKM.....	4-2
Fig. 4-3	Correlation chart on Human Resource Development for SMEs.....	4-4
Fig. 4-4 (A)	Work schedule of group A.....	4-10
Fig. 4-4 (B)	Work schedule of group B .....	4-11
Fig. 4-4 (C)	Work schedule of group C .....	4-12
Fig. 4-4 (E,F)	Work schedule of group E,F.....	4-13
Fig. 4-4 (C)	Work schedule of HRD Committee.....	4-14
Fig. 4-5	Certification and training program .....	4-16
Fig. 6-1	Structure of a new TOT Implementation Method .....	6-10
Fig. 6-2	Target Scale of Enterprises for Consultation and Linkage between Shindan-shi System and TOT Program.....	6-11
Fig. 6-3	Intensive Training Program at Off-JABOTABEK Industrialized Region.....	6-12
Fig. 6-4	Tentative Schedule for Developing Shindan-shi System .....	6-21

Fig. 6-5	Small Enterprise Consultant Training Program in Industrial/Model Areas.....	6-24
----------	--	------

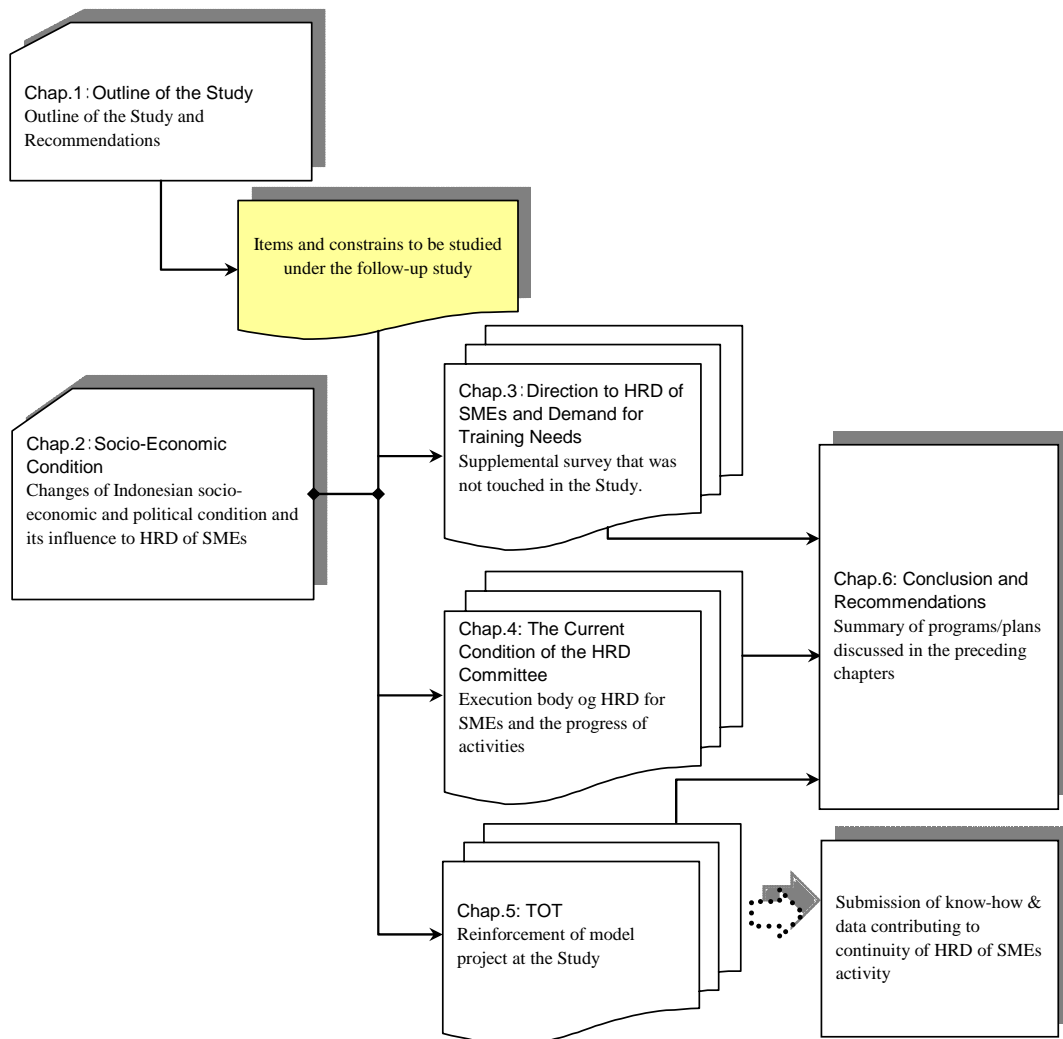
# Forward

## [Purpose and Composition of the Follow-up Study Report]

Follow-up study was commenced for the purpose of urging sustainability and efficiency of action plans relating to the SME promotion of HRDs recommended in the Study report submitted in September 2004.

This report carries down how the result was and what was the critical point for the follow-up study.

The composition of this report is as follows.



## Chapter 1 Outline of the Study

---

# Chapter 1 Outline of the Study

## 1.1 Outline of the Project

### (1) Background of the Project

The Study (Human Resource Development for SMEs Focused on Manufacturing Industries in Republic of Indonesia) was conducted on the basis of the Minutes of Meeting signed on May 29, 2003 by the Directorate General of Small and Medium Industry and Trade (DGSMIT) of the Ministry of Industry and Trade (MOIT), Indonesia and JICA. And this study, the follow-up study (the F/U Study hereinafter) for the Study, was entrusted again to UNICO in order to complement and set forth the results of the recommendations made under the Study.

The background of the Study, the report “Policy Recommendation for SME Promotion in the Republic of Indonesia 2000, JICA” emphasized the importance of human resource development as one of the key policies that will effect on the national economic development. Based on this recognition, the Study “Study on Human Resource Development for SMEs Focused on Manufacturing Industries in Republic of Indonesia” was commenced in September 2003 and lasted nearly for one year.

The objective of the Study was to support the Ministry of Industry and Trade in its efforts to formulate a HRD plan for SMEs together with action plans that focused on the 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 through implementing the Model SMEs HRD training programs.

Based on the proposed recommendations in the Study, the Indonesian Government recognized the urgent need for the development of human resources of small and medium sized enterprises, within the framework of promoting them, by focusing primarily on training relating to management and technological capabilities, and requested the Japanese Government to conduct the F/U Study in order to formulate a comprehensive plan for human resource development, with the Ministry of Industry and Trade being at the core element of the initiative.

In Indonesia, the Government promote human resources of small and medium scale industries in higher priority. The Study team recommended the Government to take necessary action for improving environment of SMEs. The Study team prepared action plans to developing both management capability and technology up-grading of SMEs.

Recommendations submitted to MOIT to reinforce human resource developing programs are shown below and Fig. 1-1 and 1-2 indicate “Target to support human resource development of small and medium scale manufacturers” and “action plans” respectively.

***(Recommendations relating to the improvement of program content)***

- 1) Launching of a training program for basic management and production control technologies suitable for manufacturing SMEs.
- 2) Reinforcement of a support system for upgrading of plastics molding, metal press and die/mold technologies.

***(Recommendations relating to the program implementation organization)***

- 3) Establishment of a department in charge of human resource development for SMEs within the IDKM
- 4) Establishment of a department specialized in training for manufacturing SMEs within the PUSDIKLAT-INDAG
- 5) Establishment of a human resource development committee led by the IDKM’s new department and considering of representatives of the MIDC and the PUSDIKLAT-INDAG’s department in charge of training for manufacturing SMEs.

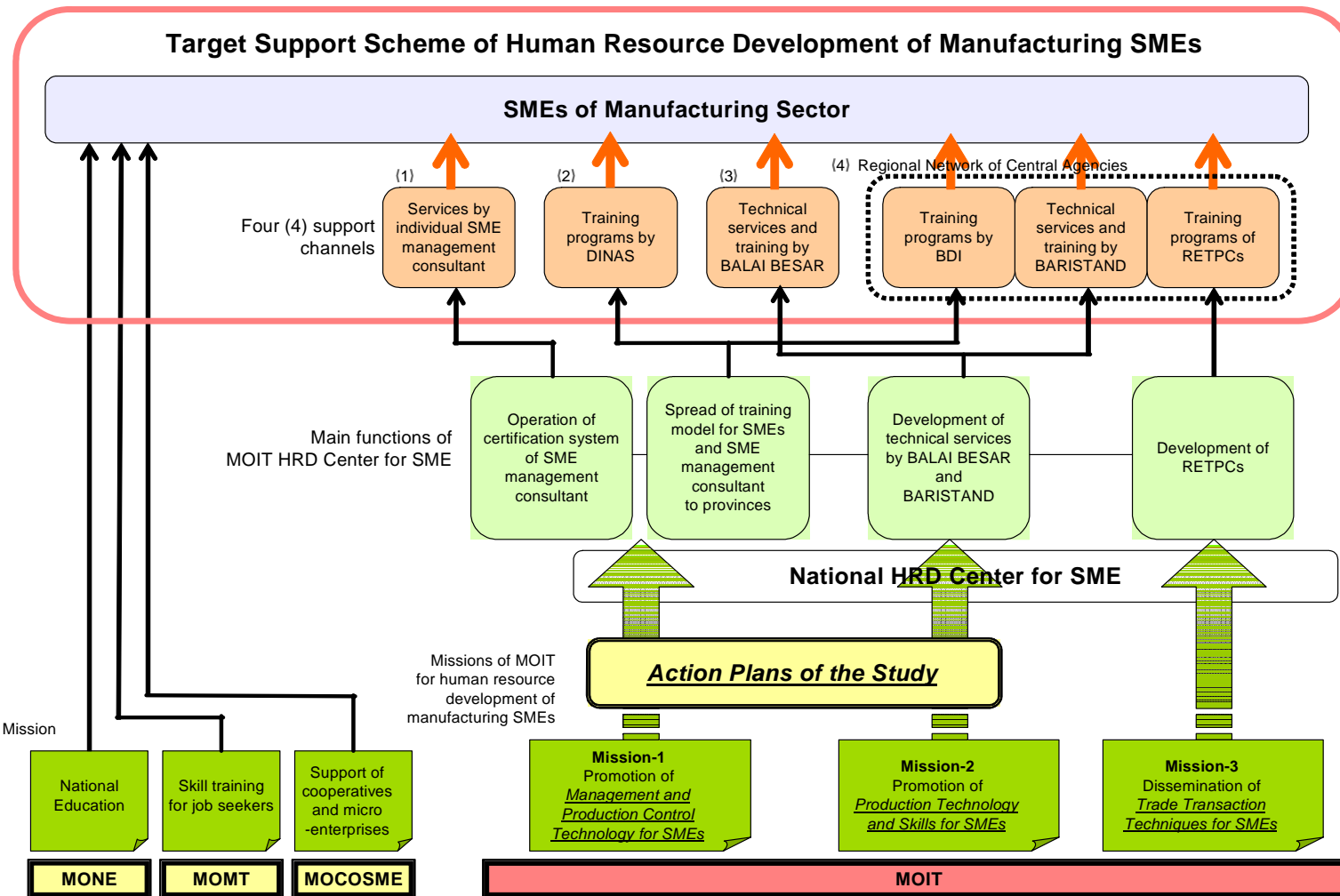
***(Rationale for Recommendations)***

- Start of a training program for basic management and production control technologies which are applicable to manufacturing SMEs.

Remark:

Just before the beginning of the F/U, “Ministry of Industry and Trade (MOIT)” was separated into both Ministry of Industry (MOI) and Ministry of Trade (MOT) because of the reorganization of ministries and department due to the changes of power. This report uses the old name and the new name properly.

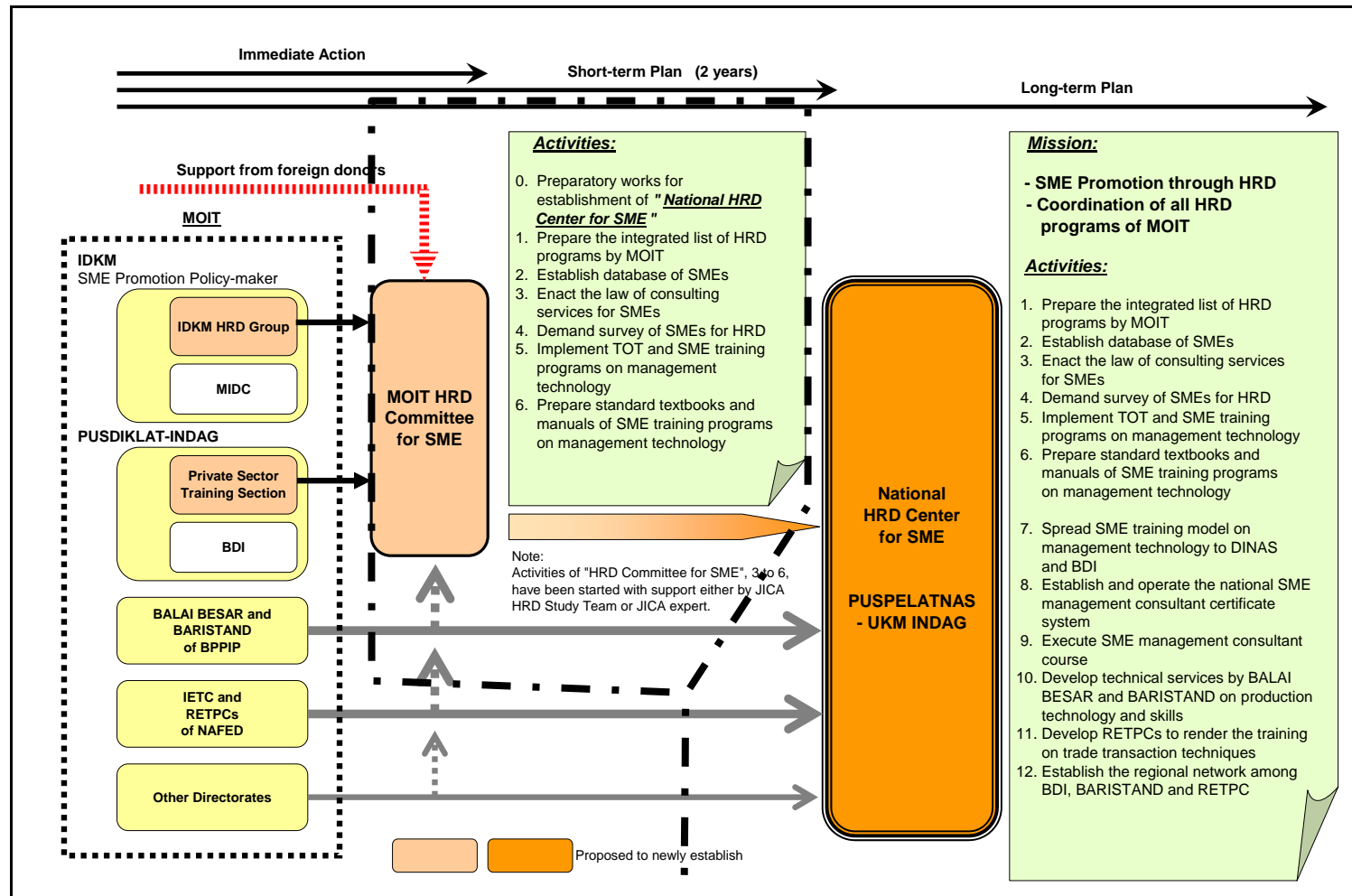




1 - 4

Source: JICA Study Team

**Fig. 1-1 Target Support Scheme of Human Resource Development of Manufacturing SMEs (Action Plans of the Study)**



PUSPELATNAS: Pusat Pendidikan Pelatihan Nasional

Source: JICA Study Team

Fig 1-2 Action Plan

To figure 1-5

HRD Committee shown in both Fig. 1-1 and 1-2 is established to decide upon any practical measures for human resource development of SMEs.

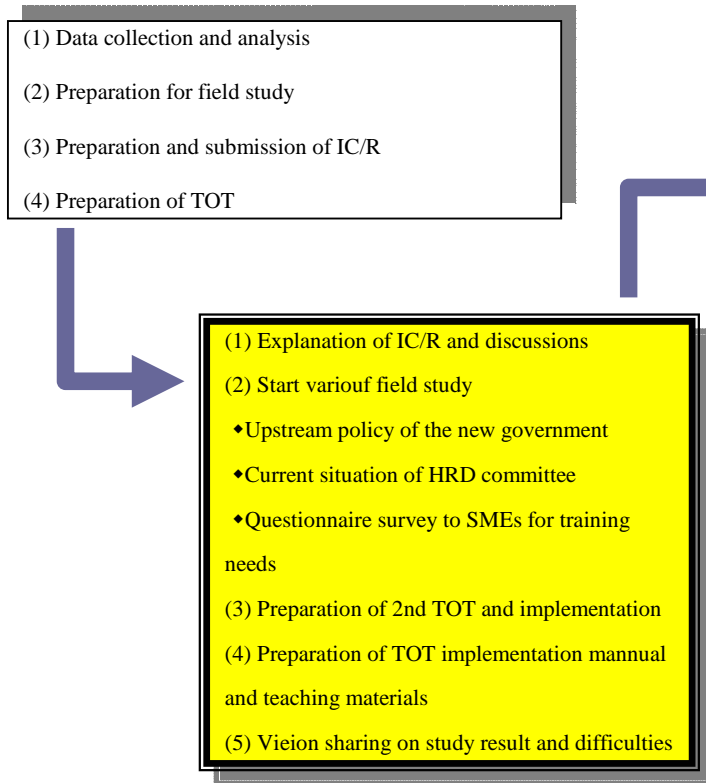
## **1.2 Outline of the Study**

The F/U Study has been implemented on the basis of the result of the Study and to compensate it so as to put in the starting gear for achieving target goal.

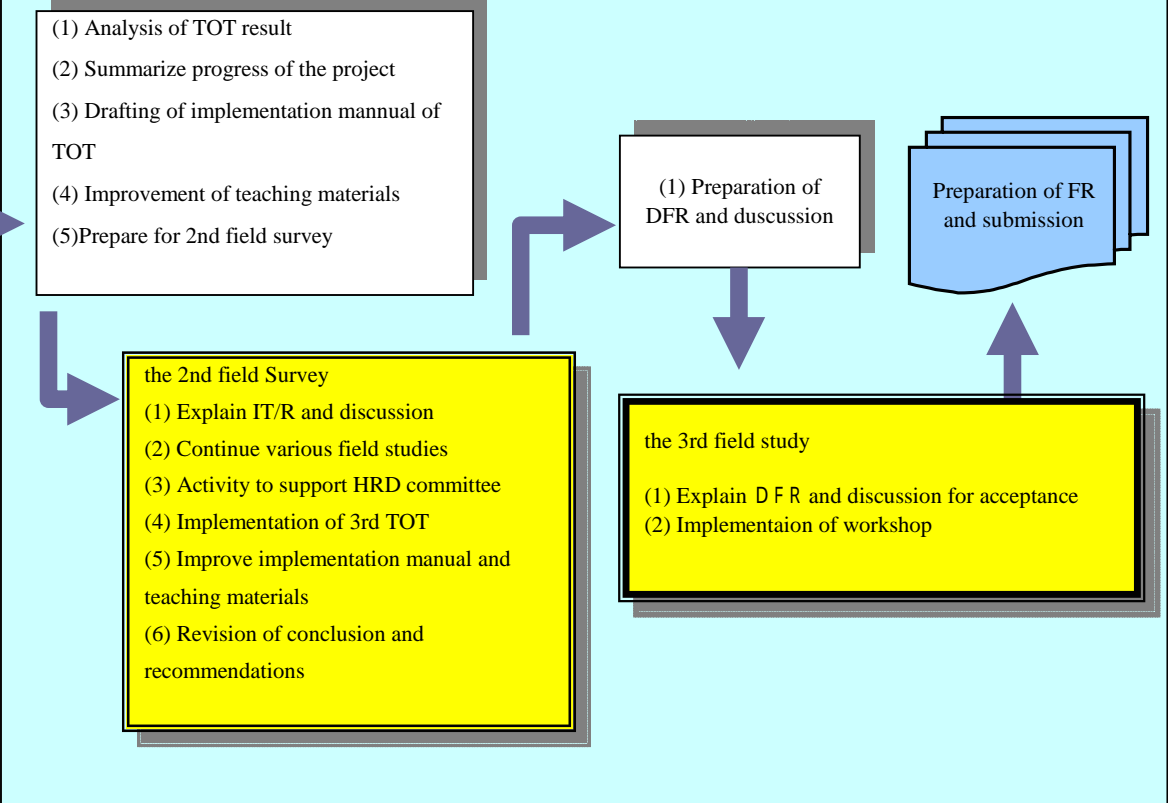
The flow of the F/U Study is summarized next (See Fig. 1-3 Flow Chart of the F/U Study).

- (1) Explanation of the Interim Report
- (2) Continue various Studies(such as detailed analysis of demand survey for training needs, contents on SME promotion and HRD policy of the new government)
- (3) Strengthening of HRD committee's activity
- (4) Implement the second and the third TOT and preparation of standard teaching materials
- (5) Preparation of TOT implementation manual
- (6) Reexamination of recommendation and conclusion for the Project

## The 1st Year Study



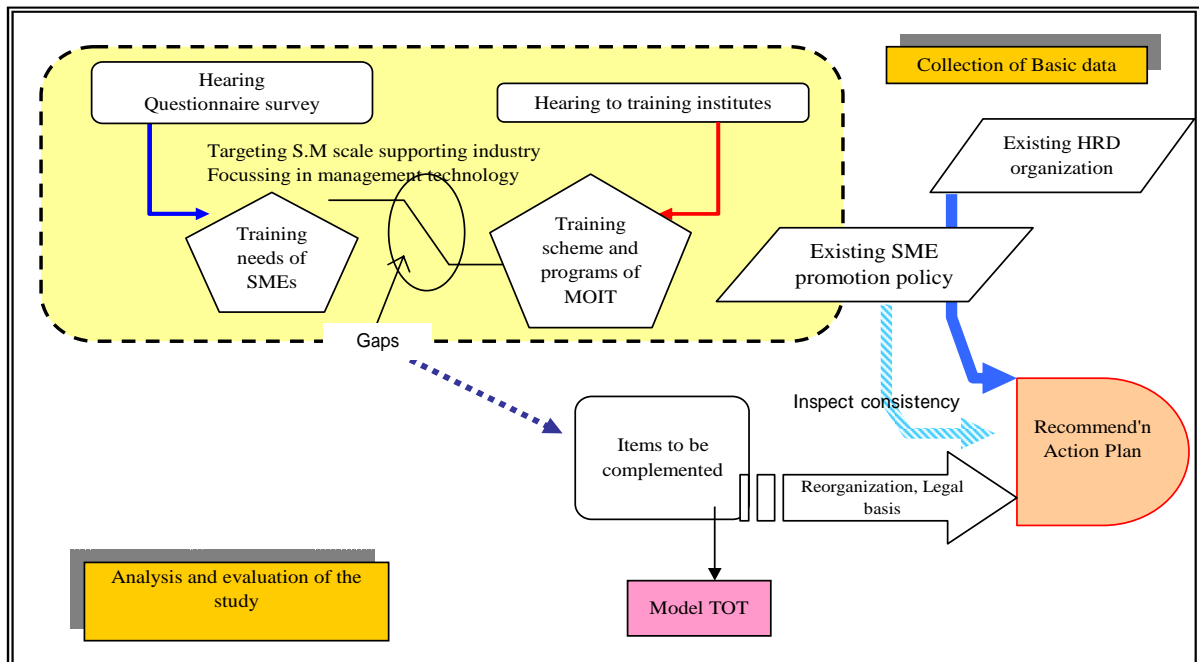
## The 2nd Year Study



Source: JICA Study Team

Fig. 1-3 Flowchart of the F/U Study

In addition to the above flowchart for the whole project, the following chart indicates the concept of the field Study (Fig. 1-4 Concept of the Field Study).



Remark: Contents within the undulating line show the activities in the preceding study and rest of the contents show the on going activities in the F/U Study.

**Fig. 1-4 Concept of the Field Study**

The F/U Study will compensate the preceding study to assist HRD committee. In particular, the study team is requested to give HRD committee a substantial assist to implement action plan to be tackled by them and to provide necessary materials and know-how to implement TOT continuously. So as to carry the assistance services forward, it is necessary to give due consideration on the changes of project circumstances. Take an instance, MOIT was separated into two ministries as MOI (Ministry of Industry) and MOT (Ministry of Trade). And the changes will affect significantly on the activity of HRD committee. Since a half of members of HRD committee are belong to MOT and the committee belongs to MOI now.

Given this situation, the mission of the F/U Study team is requested to reconsider the possibility to prepare a realistic/effective recommendation corresponding with the changes of project circumstances.

In addition, the F/U Study team has to bring-in any meaningful result of analysis into TOT curriculum after the questionnaire survey to manufacturing SMEs.

As for the TOT, it is serious to correspond not only to curriculum development but also to consider sustainable implementation.

Although especially the purpose, a target, etc. of small-and-medium-sized-enterprises promotion and human resource development are not necessarily changing, the necessity for reexamination has arisen for the purpose which carries out TOT. That is, can't TOT be used for retraining of EO (extension officer) said for about 3000 persons to exist nation-wide? Moreover, in order to prove TOT's effectiveness to small-and-medium-sized-enterprises promotion and human resource development, it is necessary to expand TOT attendance to a private sector from only to official.

### **1.3 Objectives of the F/U Study**

Two measure objectives as below are given to the F/U Study.

- (1) To assist HRD committee of their sustainable activities to promote human resources of small and medium scale manufacturing enterprises.
- (2) To implement TOT and transfer the operating know-how. And, submit teaching materials such as standard textbooks, case study samples and implementation manuals that are indispensable to open TOT and SME-training program continuously.

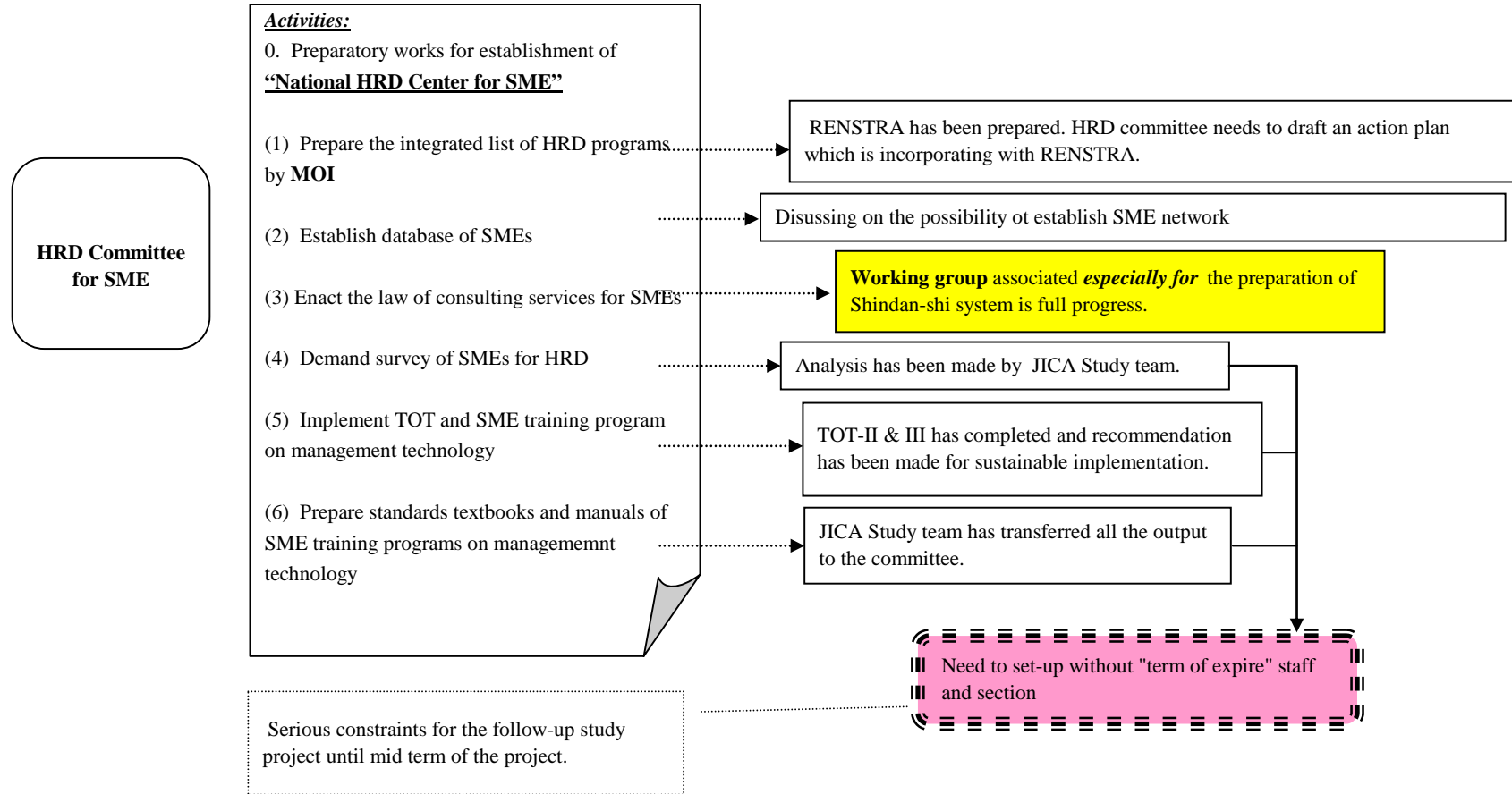
However, about "the supporting services to the HRD committee", concreteness is missing in how it supports. Therefore, about these contents of consulting services, support is how far possible or which item is arranged for every activity theme of the HRD committee.

Fig. 1-2 indicates responsibility range and position of HRD committee that specializes in human resource development of SMEs and was recommended by the Study Team in the preceding Study. Work content or terms of conditions assigned to the F/U Study team is shown within the bolded undulating line at Fig. 1-5.

Again, content of activities shown in the Fig. 1-5 is one of the major missions assigned to the F/U Study team.

### Target activities for HRD committee

Condition at the end of the follow-up project  
(as of end of June., 2005)



Source: JICAT Study Team

**Fig. 1-5 Target Activities of HRD Committee and the Condition of Activity during the Follow-up Study**

## **1.4 Schedule of the Project**

Fig. 1-1 shows the schedule of the Project.



month		1	2	3	4	5	6	7	8	9
<b>Work schedule</b>	home office									
	work at site									
submission of report to JICA										
		△			△			△		△
		IC/R			IT/R			DF/R		F/R
<b>(1) Preparatory work at home office</b>										
- collection of relating data										
- preparation of study at site										
- communication w/counterpart for preparation										
preparation of inception report										
- review teaching materials prepared in the previous study										
<b>(2) The first field work</b>										
- explanation on IC/R										
- kick-off working group meeting										
- activity to support HRD committee										
<b>demand survey by the local consultant</b>										
- sort out datas for IT/R										
- preparation of the model TOT(logistics, teaching materials)										
- arrangement of factory visit, pre-meeting with local instructors										
Implementation of model TOT										
Preparation of draft operation manual										
<b>(3) The first home-office work</b>										
- Review collecting data and prepare IT/R										
<b>(4) The second field work</b>										
- explanation on IT/R and exchange opinions										
- continue field survey										
- activity to support HRD committee										
Implementation of model 2nd TOT										
Preparation of draft operation manual, teaching materials										
<b>(5) The second home-office work</b>										
- Review collecting data and prepare DF/R										
Editing training manual, teaching materials, textbooks										
<b>(5) The third field work</b>										
3.2 explanation on DF/R and exchange opinions										
<b>(6) The third home-office work</b>										
3.3 Preparation of F/R and submission										

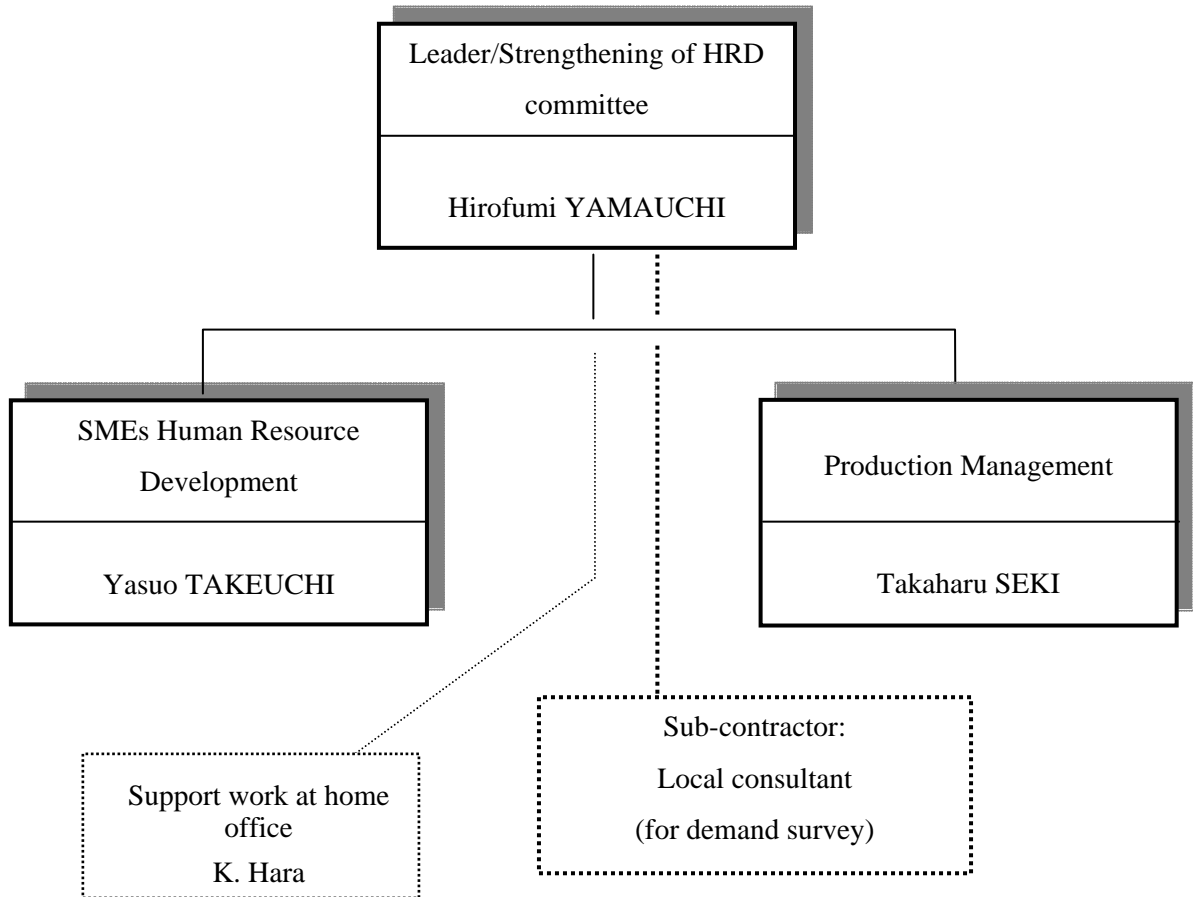
home-office work
  field work
  activities by indonesian side
  Opening of meeting/workshop

IC/R : Inception Report, IT/R : Interim Report, DF/R : Draft Final Report, F/R:Final Report

**Table 1-1 Project Schedule**

## 1.5 Members and Assignment

Members and their assignments are listed in Fig. 1-6 and Table 1-2 respectively



**Fig. 1-6 Member List**

**Table 1-2 Work Responsibility Schedule**

	Name	Responsibility	Content of work
1	Hirofumi <i>Yamauchi</i>	Leader	<ol style="list-style-type: none"> <li>1) Planning and operation of the Study</li> <li>2) Discussion and coordination with related organizations of the Japanese and Indonesian sides</li> <li>3) Survey on function and rights of both Ministries: Ministry of Industry, Ministry of Trade</li> <li>4) Survey on the changes of industrial policy, SMEs policy and Human Resources Development policy</li> <li>5) Management of all the survey</li> <li>6) Management of post evaluation, implementation and planning of model training</li> <li>7) Opening and management of workshop</li> <li>8) Management of the report preparation</li> <li>9) Management of demand survey and sub-contractors, analysis of the demand survey result</li> </ol>
2	Yasuo <i>Takeuchi</i>	Development of human resources for small- and medium-sized enterprises	<ol style="list-style-type: none"> <li>1) Preparation of curriculum and syllabus</li> <li>2) Logistic work to implement model training</li> <li>3) Preparation of implementation plan of the model training</li> <li>4) Preparation of model training teaching materials</li> <li>5) Preparation of model training implementation manual</li> <li>6) Give lecture at model training</li> <li>7) Analysis and evaluation of the result of the model training</li> </ol>
3	Takaharu <i>Seki</i>	Production Management	<ol style="list-style-type: none"> <li>1) Preparation of curriculum and syllabus</li> <li>2) Logistic work to implement model training</li> <li>3) Preparation of implementation plan of the model training</li> <li>4) Preparation of model training teaching materials</li> <li>5) Preparation of model training implementation manual</li> <li>6) Give lecture at model training</li> <li>7) Analysis and evaluation of the result of the model training</li> </ol>