

略 語

AOTS	The Association for Overseas Technical Scholarship
BLDU	Entrepreneur Training Center
CEIS	Center for Export Information and Service
CEIT	Center for Export Information and Training
DINAS	Industry and Trade Office of Provincial Government
IETC	Indonesia Export Training Center
JCC	Joint Coordination Committee
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
MOIT	Ministry of Industry and Trade
MOT	Ministry of Trade
NAFED	National Agency for Export Development
RETPC	Regional Export Training and Promotion Center
SME	Small and Medium Enterprise
TCA	Technical Cooperation Agreement
UPTD	Technical Service Unit
MOU	Minutes of Understanding
TOT	Training of Trainers

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地図 (プロジェクト地)

写真

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付属資料 ミニッツ

第1章 運営指導調査(中間評価)の概要

1-1 調査の目的

- (1) プロジェクト開始から3年を経過しているため、中間評価(モニタリング)を実施し、技術移転の進捗状況を把握した上で、残り1年のプロジェクトの協力計画の見直しを行う。
- (2) プロジェクトの運営上の懸念事項についても、専門家チーム及びインドネシア側と協議し、合意結果をミニッツに取りまとめる。

1-2 協議項目

- (1) 今後の詳細計画につき、以下の事項につき、今後の技術移転計画全般に関する協議・確認を行う。
 - ① プロジェクトの実施体制及び進捗状況(サイトの設営・機材の設置状況)の確認、運営実施上の課題の有無の確認
 - ② プロジェクト計画管理諸表の見直し及びモニタリング・評価手段の確認
 - ③ 今後の技術移転計画全般に関する協議・確認
 - ④ プロジェクト運営管理上の課題に関する協議・確認
 - ⑤ RETPC 開設にあたって満たす必要がある「6つのクライテリア」に関して確認する。

「6つのクライテリア」

 - RETPC に対するニーズ
 - RETPC を支援するためのしっかりした枠組み
 - RETPC を運営するための財務的な用意
 - 有能なスタッフのアベイラビリティ
 - RETPC のための建物と施設
 - IT インフラストラクチャーのアベイラビリティ
- (2) 活動基本計画を確認した上で、中間評価の実施。
- (3) 終了時評価に向けた体制の確立。
- (4) プロジェクト終了後のインドネシア側の意向確認

1-3 団員構成

- (1) 総括/団長 JICA 経済開発部第一グループ貿易・投資・観光チーム長 永江 勉
- (2) 技術移転計画 JETRO 貿易開発部 主幹 長田 榮一
- (3) 協力計画 JICA 経済開発部第一グループ貿易・投資・観光チーム 五月女 淳

1-4 調査日程

日順	月日	曜日	行程		
			団長	技術移転計画	協力企画
1	6月14日	火		11:25 成田発 (JL725)	
				17:10 ジャカルタ着	
2	6月15日	水		AM: JICA 事務所打合せ IETC 視察、日本人長期専門家との打合せ PM: NAFED、IETC との協議	
3	6月16日	木		AM: NAFED、IETC との協議 15:55 ジャカルタ発 (GA188) 18:05 メダン着	
4	6月17日	金		AM: メダン RETPC と協議及び視察 18:45 メダン発 (GA197) 20:55 ジャカルタ着	
5	6月18日	土		資料整理	
6	6月19日	日		16:15 ジャカルタ発 (GA638) 19:25 マカッサル着	
7	6月20日	月		終日: マカッサル RETPC と協議、センター視察	
8	6月21日	火	9:10 マカッサル発 (JT791) 9:30 スラバヤ着 終日: スラバヤ RETPC と協議、センター視察		
9	6月22日	水	11:25 成田発 (JL725) 17:10 ジャカルタ着	AM: スラバヤ RETPC と協議 16:15 スラバヤ発 (JT314) 18:15 バンジャルマシン着	
10	6月23日	木	6:40 ジャカルタ発 (GA520) 9:25 バンジャルマシン着 終日: バンジャルマシン RETPC と協議、センター視察 17:40 バンジャルマシン発 (GA525) 18:15 ジャカルタ着		
11	6月24日	金	AM: NAFED、IETC との協議 PM: JETRO ジャカルタセンター表敬	22:30 ジャカルタ発	
12	6月25日	土	資料整理	7:40 成田着	資料整理
13	6月26日	日	資料整理		資料整理
14	6月27日	月	終日: NAFED、IETC との協議		終日: NAFED、IETC との協議
15	6月28日	火	AM: JCC、M/M 署名、 JICA 賞授与 PM: 日本国大使館報告 JICA 事務所報告 22:30 ジャカルタ発 (JL726)		AM: JCC、M/M 署名 PM: 日本国大使館報告 JICA 事務所報告 22:30 ジャカルタ発 (JL726)
16	6月29日	水	7:40 成田着	7:40 成田着	

1-5 主要面談者

<インドネシア側>

(1) National Agency for Export Development (NAFED)

Ms. Diah Maulida	Acting Chairperson
Ms. Hesti Indah Kresnarini	Secretary
Mr. Erfandi Tabrani	Previous as Secretary
Mr. Rahayubudi	Director of Center for Export Information and Service
Mr. Sahala Aritonang	Head of Administration Subdivision
Mr. Ari Satria	Head of Cooperation Subdivision
Mr. Ikhwan Aman	Head Information Services and Export Training Subdivision

(2) Indonesia Export Training Center (IETC)

Mr. Nursal Baharuddin	Director
Ms. Susijanti	Head of Evaluation and Reporting Section
Mr. Maulani	Head of Promotion and Cooperation Section
Ms. Chandrini M. Dewi	Head of Education and Training Program
Mr. Itmiwardi	Coordinator of IT, Evaluation and Reporting Section
Ms. Utari Kurnianingsih	Instructor (Previous as Head of RETPC East Java)

(3) East Java Province

<RETPC>

Mr. Saiful Jassan	Head
Ms. Ninik Margirini	Manager of Training Division
Ms. Ika Rahmita	Manager of Promotion & Information Division
Ms. Soekarsih	Manager of Administration Division
Mr. Hamid Pelu	Vice Manager of Training Division
Mr. Agung Priyono	Staff of Training Division
Mr. Sinu Hardianto	Staff of Training Division
Mr. Eka Setya Budi	Vice Manager of Promotion & Information Division
Ms. Dwi Ari Puspita	Staff of Promotion & Information Division
Ms. Elok Syafirda	Staff of Promotion & Information Division
Mr. Yani Hermawan	Staff of Promotion & Information Division
Mr. Widi Suhardi	Staff of Administration Division
Ms. Muliono	Staff of Administration Division
Mr. Maksun	Staff of Administration Division
Ms. Cora Handayani	Staff of Administration Division

<DINAS 他>

Mr. Fachrul Abdul Rachman	Previous as Head, DINAS
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Mr. Agus Hariadi	Vice Head, DINAS
Ms. Liri Idham	Sub Division of Foreign Trade, DINAS
Mr. Muchtada	Sub Division of Program, DINAS
Mr. Tjatur Etka	Bengkel Kriya Daun
Mr. Wirjanto Liem	MMI
Mr. Hery Susanto	Kwc Dybe Ury
Mr. Ahmad Soleman	Bappeprop
Mr. Syamsul Bachrun	BEI Surabaya
Mr. Wakib	Eka Silver
Mr. Agus	Twin Kei
Mrs. Bambang Budi	Hanny's Craft
Mr. HM. Kholil	UD Mebel Lin
Ms. Ratih S	Smart Wooden
Mr. Ir. B. Yuwono	PT. Terang Abadi Jaya
Ms. Chrisna Narulita	Laska Art Design
Mr. Kiki Dwi N	Dinas Industry & Trade
Mr. Musta'an	Gresik
Mr. Sigit	BPDE
Ms. Riyani	Shei Luv'y
Mr. Tian Srebainhu	Tian Handicraft
Ms. Dessy S	CV Sabar
Mr. Putu Andhani AR	Putu Art
Ms. Liliek Noer	Afiti Multikarya
Ms. Noviana S	Hoggy Art Glass
Mr. Andi T	Cakrawala
Ms. Yunik Ag	CV Wahana Jati Persada
Ms. Khoirul Alim	CV. Yalani
Mr. Jabar	UD. Jabar

<Advisory Committee>

Mr. Djojok S	Director of Nice Center
Mr. Shahpura	Chairperson of Association for Handicraft
Mr. Chilman S	Indonesian Furniture Industry and Handicraft Association, East Java
Mr. Dhidhi T Wiyono	Head of Division of Foreign Trade, Dinas

(4) North Sumatera Province

<RETPC>

Mr. Wawan Sudarmawan	Head
Mr. Fitra Kurnia	Vice Head
Mr. Budi Handoko	Manager of Training Division

Mr. Parlindungan Lubis	Manager of Administration Division
Ms. Maria Anesia Situmorang	Manager of Promotion & Information Division
Mr. Muhammad Irsan	Vice Manager of Promotion & Information Division
Mr. Tengku Indovina	Staff of Administration Division
Ms. Tanti Juliana	Staff of Administration Division
Mr. Azrai Ridho Hanafiah	Vice Manager of Training Division
Mr. Zainaluddin	Vice Manager of Administration Division
Ms. Juniarti Pakpahan	Staff of Training Division
Ms. Leni Muhardianty	Staff of Training Division
Mr. Hasnuddin Hulu	Staff of Administration Division
Ms. Deliana	Staff of Administration Division
Ms. Lisbeth Yulita Sirait	Staff of Administration Division
Mr. Abubakar Neza Alfin	Staff of Administration Division

<DINAS 他>

Mr. Zulkarnain Damanik	Vice Head
Mr. Misbah	Dinas Industry & Trade
Ms. Bharaty	Dinas Industry & Trade
Mr. Hendy IS	Dinas Industry & Trade
Mr. Drs. Khairul Mahali	Head of Cooperation of KADIN Medan
Ms. Suriana	PT. Chitra Kalpika Mas
Ms. Djuliah Gani	PT. Gaya Sentosa Lestari
Mr. H. Daniel. N	Dinas Industry & Trade
Mr. Handri AS	Multi Mineral
Ms. Betty Yuriko	Sekar Bumi Asri
Mr. Muktizar	PT. Flora Sawita Chemindo
Ms. Arni Triana	PT. Flora Sawita Chemindo
Mr. Suyono Hussein	AEKI
Mr. Esra Sinaga	Dinas Cooperation & SMEs
Ms. Elisabet	Dinas Cooperation & SMEs
Ms. Ratna Amenawati	Dinas Cooperation & SMEs
Mr. Tjahjono DW	Sri Sultan Furniture
Mr. Azmir	PT. Hutama Agung Mandiri

(5) South Sulawesi Province

<RETPC>

Ms. Handaya Retno	Head
Mr. Chairil Burhan	Vice Head
Ms. Sri Kuswahyuni Hidayati	Manager of Training Division
Mr. Andy Ruswar	Manager of Promotion & Information Division

Ms. Megawati	Manager of Administration Division
Mr. Andi Arief Simping	Vice Manager of Training Division
Mr. Hayun Nur	Vice Manager of Promotion & Information Division
Ms. Ratna Manadaya	Staff of Promotion & Information Division
Ms. Andy Nurhaety	Staff of Promotion & Information Division
Mr. Sila	Staff of Promotion & Information Division
Ms. Ina Syamsina	Staff of Administration Division
Mr. Sugiharto	Staff of Administration Division

<DINAS 他>

Mr. M. Sidik Salam	Head of Dinas Industry and Trade
Mr. Maryanto	Chief, Customs & Excise Division, Office of Regional Customs
Mr. H.M. Ilham Alim Bachrie	Consultant, South Sulawesi Human Resources Development

(6) South Kalimantan Province

<RETPC>

Mr. Rustam Effendi	Head
Mr. Achmad Mochtar	Manager of Training Division
Mr. Affan Renaldi	Manager of Promotion & Information Division
Ms. Rini Setiasih	Manager of Administration Division
Ms. Riana Hilda	Vice Manager of Training Division
Mr. Murniansyah	Staff of Training Division
Mr. Nurfuansyah	Vice Manager of Promotion & Information Division
Mr. Muhammad Rumaini	Staff of Promotion & Information Division
Mr. Rijani	Staff of Administration Division
Ms. Dina Mahrita	Staff of Administration Division

<DINAS 他>

Mr. H. Subardjo	Head, DINAS
Mr. Mochtar Riadi	Dinas Industry Trade & Cooperation for SMEs Kab. Rantau
Mr. Sahid Fachrozi	PT. Pelindo III
Mr. Sobit M	PT. Pelindo III
Mr. Handrianto	PT. Tamatan Vega
Ms. Siti	CV. Muftida Collection
Ms. Asma Saharani	CV. Muftida Collection
Mr. Basuki Rahmat	PT. Basuki Rahmat mebel
Mr. Majid Samad	CV. Majid Samad
Mr. Yusuf Gunawan	PT. Anugrah Abadi
Mr. Sudaryo	PT. Perkebunan Nusantara III, Wood Division
Mr. Edi Purnomo	PT. Perkebunan Nusantara III, Wood Division

Mr. Handi Haryanto CV Insia
Mr. Hasan yuniar GAKINDA, Prov. KalTengSel
Mr. Sutrisno PT Bahtera Adiguna

<日本側>

(1) 在インドネシア日本国大使館

Mr. Michihiro KISHIMOTO Counsellor

(2) JETRO ジャカルタセンター

Mr. Kosuke IMASHIMIZU President Director
Mr. Takehide TERANISHI Vice President Director
Mr. Takehiko FURUKAWA Senior Director
Mr. Yutaka HASHIMOTO Senior Director

(3) AOTS

Mr. Hideaki OTANI General Manager

(4) RETPC プロジェクト専門家

Mr. Toshio ASAKURA Chief Advisor
Mr. Shoji KOHMURA JICA Expert (Marketing for Export Promotion)
Mr. Akihiko MORINAGA Project Coordinator
Mr. Shoichi YOSHIIJIMA Assistant Project Coordinator

(5) MOIT 専門家

Mr. Chisui KUROKAWA Dirjen for Industry for SMEs
Mr. Shinobu UMEDA JICA Expert, BKPM

(6) JICA インドネシア事務所

Mr. Nobuhiko HANAZATO Deputy Resident Representative
Mr. Toru HOMMA Assistant Resident Representative

第2章 調査合意事項 (M/M 記載事項)

2-1 組織／人事異動

(1) Ministry of Trade (MOT)

先般の省庁再編により商工省が商業省と工業省に分割され、本プロジェクトは商業省の監督下に置かれることを確認した。

(2) National Agency for Export Development (NAFED)

上記省庁再編に伴い、商工省の傘下にあった NAFED は、今後は商業省傘下の組織として位置づけられたことを確認した。本プロジェクトダイレクターである NAFED 長官は、外国貿易総局長として就任した Ms. Diah Maulida 前長官が Acting Chairperson として組織上は兼務することになった。しかし実際には長官に就任する予定の Mr. Rhenald Kasali (Special Staff to the Minister for Export Development) が長官業務を開始していることを確認した。また、本プロジェクトの副ダイレクターである NAFED の官房長は、Mr. Erfandi Tabrani に変わり、Ms. Hesti Indah Kresnarini が先物取引総局から異動してきた。

その他、NAFED 傘下にある各センターの組織が図1のとおり変わり、プロジェクトマネージャーである Mr. Rahayabudi が所長を務めていた、CEIT (Center for Export Information and Training) が、CEIS (Center for Export Information and Service) に改編され、CEIT の Training 部門の監督任務が、IETC に移された。Mr. Rahayabudi は、当初 R&D 局への異動が有力視されていたが、CEIS の所長として留任が決まり、引き続き本プロジェクトマネージャーを務めることとなった。

(3) Indonesia Export Training Center (IETC)

今回の組織改変により IETC は Eselon 3 から Eselon 2 に格上げされたため、NAFED 傘下には、以下の図1のとおり5つのセンターが設置される予定であるが、未だ最終承認はされていないため、M/M に添付されている NAFED の組織図には IETC が記載されていない。

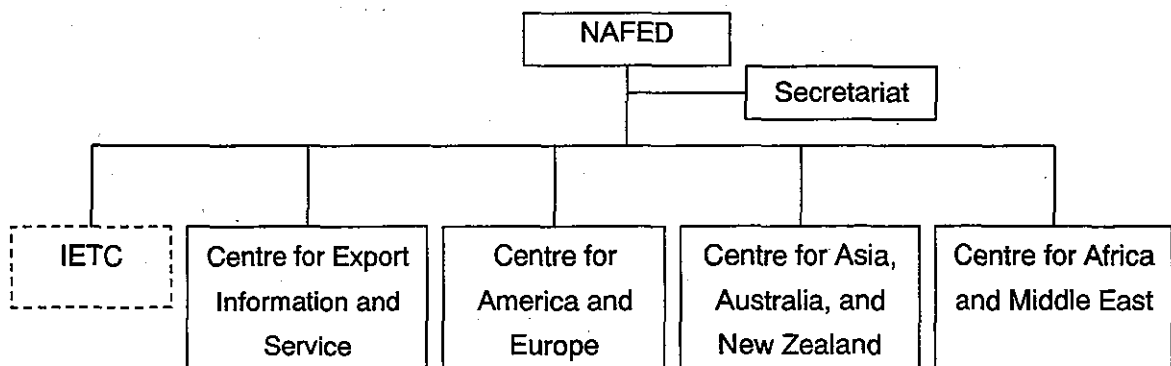


図1

(4) Regional Export Training and Promotion Center (RETPC)

東ジャワ州 RETPC が 2002 年 9 月 24 日、北スマトラ州 RETPC は 2004 年 4 月 27 日、南スラウェシ州は 2004 年 6 月 22 日、南カリマンタン州は 2005 年 2 月 25 日に開所した。これに加え、2005 年中に中央ジャワ州、2006 年中には、西ジャワ州も地方貿易振興センター (REPC) を設立する予定であり、NAFED から技術支援を行う予定であることを確認した。なお、上記貿易研修機能に比べ、比較的初期投資が低く抑えることが出来る、貿易振興サービスから事業を開始させる。その他、西カリマンタン州からも NAFED へ同センターの設立支援要請があった。追々、貿易研修も IETC 及び既存の 4RETPC と協力して、貿易研修についても実施していくことを確認した。

2-2 プロジェクト終了後の協力について

- (1) 南カリマンタン州 RETPC の設立はプロジェクト開始予定時期に比べ、州政府からの予算配布時期が大幅に遅れたため、6ヶ月以上遅れた。それに加え、所長交代等の問題が生じ、実質的な活動期間は2ヶ月に満たない。NAFED は、各 RETPC に2年間の技術移転期間を設け、自立発展の支援を行うこととしていたが、上記理由により、南カリマンタン州 RETPC については、1年強の協力に終わることになる。
- (2) 北スマトラ州及び南スラウェシ州への協力についても、州政府からの予算配布時期が遅れたため、センターの設立が遅れ、今年中に NAFED からの技術移転期間が満了するが、プロジェクト終了までの期間が半年と短く、自立発展に向けた継続的なサポートが要求されている。
- (3) 上記2つの理由から、プロジェクト C/P 側はプロジェクトを6ヶ月延長することを要望してきた。同要請に対しては、プロジェクト実施期間を1年残した現時点では判断材料が乏しいところ、今後予定されている終了時評価の結果を踏まえて判断することとした。

2-3 PDM の改訂

(1) 研修人数の変更

貿易研修については4年間に4カ所の RETPC にて合計で5000名程度の利用を得ることをプロジェクト目標としているが、3000名に変更することとする。ちなみに、2005年5月末現在の合計人数は2228名となっている。

① 5000名の算出根拠

<事前評価表より>

「RETPC を設立する各州の1997年(ただし南カリマンタンは1998年)の大中製造業の事業所数(従業員数20人以上)及び雇用者数は下表のとおりである。各州大中企業の20%(各州企業数に占める輸出企業の比率と仮定)がそれぞれ1名を毎年 RETPC で研修させると想定すると、下表の(b)行の人数となる。これにそれぞれの地方での協力年数(スラバヤには2002年から4年、メダン及びマカッサルには2003年から3年、バンジャルマシンには2004年から2年、それぞれ協力予定)をかけると下表(c)行の人数となる。4カ所合

計では5,159名となり、大・中製造業のみでこれだけの潜在的な研修ニーズがあると考えられる」

	スラバヤ	メダン	マカッサル	バンジャルマシン	合計
大・中規模企業数(製造業) (1997年)(a)	5,304社	1,088社	345社	134社	-
大・中規模企業数(製造業) における雇用者数 (1997年)	847,627人	174,120人	36,073人	48,506人	-
平均年間研修参加者数 (予想)(b) (a)×20%×1人	1,061人	218人	69人	27人	-
協力期間中の研修参加者数 (予想)(c) (b)×協力年数	4,244人 (1,061人×4年)	654人 (218人×3年)	207人 (69人×3年)	54人 (27人×2年)	5,159人

出所：各州統計局の Large and Medium Manufacturing Statistics

② 変更理由

●センター運営開始時期の遅れ

事前評価表で算出した人数は、東ジャワ州 RETPC で4年、北スマトラ州 RETPC、南スラウェシ州 RETPC で3年、南カリマンタン州 RETPC で2年間研修を実施した場合の数値であるが、実際にはスラバヤ以外の各センターの設立は半年近く遅れており、研修人数に大きく影響している。

●州政府予算の限界

州政府からの配分される予算規模に応じて研修実施可能回数が決まってくる。また、州政府から予算が支出される時期が毎年大幅に遅れる為、上半期の事業(研修)が実施できない状況にある。2005年度については、南カリマンタン州 RETPC については6月末現在で州政府からの予算は未だ交付されていない。

●各 RETPC のキャパシティの限界

各 RETPC とも研修を実施するスタッフの数が限られており、州政府からの予算が増えない限り、定員を増加することができない。今回調査した結果、スタッフのキャパシティから考察するに、現在現実施している研修数が限界である。また、各 RETPC とも教室2室、コンピューターーム1室で収容人数がそれぞれ30名以下ということもあり、施設の物理的な制約上、研修生の人数を増やすことはできない。

●質の低下

研修コースを増やすことにより、スタッフが費やす時間も減り、それが、研修の質の低下に繋がることになる。また、同じ研修を繰り返し、研修人数をむやみに増やすことより

は、現地のニーズに合った研修コースを開発して実施していく方が効果的であると南スラウェシ州 RETPC の所長から指摘があった。

(2) 利用企業数の変更

各 RETPC の貿易情報・振興サービスについては各所で年間延べ 1200 社（ただし、南カリマンタン州では 750 社）の利用を得ることを目標としているが、それを東ジャワ州は 700 社、北スマトラ州 300 社、南スラウェシ州 300 社、南カリマンタン州 150 社に変更することとする。

① 1200 社の算出根拠

<プロジェクトドキュメントより>

「NAFED estimates about 1200 companies (750 companies in Banjarmasin) will utilize the trade information services in each RETPC per year.」 NAFED の過去の経験に基づき、算出された数値。

② 変更理由

●センター運営開始時期の遅れ

上記のとおり、東ジャワ州以外の RETPC については、設立が半年近く遅れたため、その地域における RETPC の認知度が未だ低い状況は免れない。

●ソーシャライゼーション能力の弱さ

各センターとも、貿易研修実施能力については、IETC からの継続的な支援もあり、向上しているが、RETPC を地域社会で認知してもらうための、宣伝広告等の啓蒙活動にもう少し力を入れなければ、企業利用数は増加しない。企業に対して、RETPC がどのようなサービスを提供することが出来るかを先ず提示する必要がある。また、一度利用した企業が再度 RETPC を活用するためにどのような点を改善したらよいか等を利用者向けにアンケートを実施する等の取り組みが必要となってくる。

(3) 自己収入比率の変更

州政府からの予算の中で自己収入比率が東ジャワ州では 15%、北スマトラ州、南スラウェシ州では 10%、南カリマンタン州 5%と設定されていたが、それを東ジャワ州は 8%、北スマトラ州、南スラウェシ州、南カリマンタン州については 3%に変更することとする。

① 自己収入比率の算出根拠

RETPC 設立後、1 年間は試行期間で、2 年目で 5%、3 年目で 10%、4 年目で 15%と、毎年 5%増加することとしている。

② 変更理由

●センター運営開始時期の遅れ

上記のとおり、東ジャワ州以外の RETPC については、設立が半年近く遅れたため、プロジェクト終了時まで、当初の目標を達成するのは難しい。

●研修受講料のみからの収入

研修の受講料のみで自己収入率を上げるのは難しいため、RETPC 東ジャワについては、センター施設の利用料を徴収することにより、自己収入率を上げている。他のセンターも研修以外のサービスにより、収入を増やすことも検討する必要がある。センターの施設使

用料の他に、コンサルテーションなどのサービスも考えられるが、料金を徴収できるだけの、専門性を持った人材は未だ育っていない。

2-4 日本側の投入計画

(1) 短期専門家

「展示場管理」専門家については、NAFED より C/P 一人選出し、左専門家のアテンド、コーディネートを担当することで合意した。

(2) 本邦研修

① 貿易振興

各 RETPC から各 1 名、計 4 名の予定で 11 月に受け入れる予定であったが、インドネシア側から、各 RETPC のスタッフをコーディネートするため、NAFED より 1 名参加させたい旨依頼があった。これに対して調査団は、②の 20 名受け入れ予定の輸出マーケティング研修から、1 名分の枠を本研修への振替で対応する旨伝え、了解を得た。

② 輸出マーケティング

昨年度メダンから研修員が参加したが、研修員の資格要件の不一致、研修意欲の欠如、そして行政と民間の担当産業分野の違い等、問題点が多く散見されたため、今年度は、左問題点を整理した上で、効果的な研修実施に向け、関係者との調整を行うこととした。その具体的な策として、プロジェクトチームにて研修員の資格要件、モニタリング、評価システム等のガイドラインを 7 月中に作成することで合意した。

(3) 機材供与

① 書籍

NAFED、IETC、4RETPC がそれぞれの図書館へ入庫したい書籍のロングリストを 2005 年 8 月末までに作成することで、合意した。

② 遠隔研修用機材

遠隔研修用機材導入に当たって、その必要性、コストパフォーマンスを十分調査、分析した上で、検討することとした。2005 年度中の導入手続きの関係上、検討結果を 2005 年 8 月末までに出すことで、合意した。

2-5 各 RETPC の状況

	東ジャワ州	北スマトラ州	南スラウェシ州	南カリマンタン州
1. 組織	<p>UPTD¹のステータスを取得しているBLDU(起業家訓練センター)と統合する予定。</p> <p>現在RETPCの所長はBLDUの所長も兼務し、BLDUに配分された予算をRETPC事業に使用することも可能。</p> <p>また、将来的にISO9001を取得する予定。</p>	<p>UPTDのステータスを2007年までに取得する、アクションプランを立てたことを確認した。また、近々ISO9001も取得する計画があることも確認した。</p>	<p>DINAS商工部長はUPTDステータスを2006年までに取得する計画であると説明した。</p>	<p>DINAS商工部長はUPTDステータスを2007年までに取得する計画であると説明した。</p>
2. 予算	<p>州政府からの予算は毎年減少しているが、RETPCの施設使用料徴収や市・県政府の予算を使った活動も行うなど、予算減少にもかかわらず活動は増えている。</p>	<p>州政府からの予算配布時期が大幅に遅れる為、センターの事業活動に多大な影響を及ぼしていることを確認した。</p>	<p>2005年予算はコンベンションセンター及び物流センターの2大プロジェクトに予算が割かれたため、昨年度に比べ30%減少したが、2006年度は2004年度の15%増加することをDINAS商工部長は約束した。</p>	<p>州政府からの予算が限られているため、RETPCのビル物の維持管理、IT機器の維持管理の予算を工面するのにも厳しい状況が確認された。また、2005年の州政府からの予算配布が遅れている為、事業が実施できない状況にある。</p>
3. 人員	<p>DINAS商工部長はプロジェクト終了時まで人事ローテーションがないことを約束した。また、商工部長は引き続き人材育成にかかる支援を要請してきた。</p>	<p>現在、副所長、総務部長、情報振興副部長がDINASの業務と兼務しており、NAFED,IETCから2年間派遣されている所長及び情報振興部長からの引継ぎに支障を来している。</p> <p>その状況を改善するため、DINASの商工部長は、2005年7月までに兼務</p>	<p>人事ローテーションが頻繁に行われているため、技術が組織に根付かない状況であったが、2005年度については、人事ローテーションがない旨、DINAS商工部長が約束した。</p>	<p>NAFED、IETCから派遣されている所長、研修部長、情報振興部長の3名と、ローカルスタッフとのコミュニケーションが不足していることが確認された。センター設立から4ヶ月であること、また、所長が着任してから1ヶ月半ということもあり、時間</p>

¹UPTD: この資格を取得することにより、RETPCは継続的な機関として位置づけられ、州政府からの予算が得られるばかりか、自己収入も得ることができる。

	東ジャワ州	北スマトラ州	南スラウェシ州	南カリマンタン州
		発令を解除することを約束した。		が必要である。
4. 研修 (1) 研修コース	既にIETCから自立して研修を実施していることを確認した。RETPCスタッフ独自で研修を運営し、研修生のアンケートを基に研修を改善し、テキスト及びシラバスの開発も行っている。	研修は自立して実施しているが、地域のニーズに合った研修コース及びテキストの開発をする必要があるとの提言が調査団からなされた。また、残り6ヶ月の任期期間である研修部長からの引継ぎも早急に行うことも併せて提案がなされた。	研修は北スマトラ州同様自立して実施しているが、品質管理、製品適合等の新たな研修ニーズが出ているが、同研修内容については、引き続きIETCの協力が必要となる。	全ての研修は、NAFED,IETC,JICAで企画されていることが確認された。また、英語、日本語コース及びIT,商品開発等の実務研修も必要であるとの要請がRETPC所長からなされた。
(2) ローカル講師	特殊なトピックを除きローカル講師を十分に活用している。	殆どの講師がIETCから派遣されている為、TOT研修を導入してローカル講師の育成を希望していることを確認した。	南スラウェシ州の人的資源に限界があるため、品質管理等の研修講師をローカルでリクルートするのは困難であるが、可能な限りローカル講師を活用している。	人的資源の限界から、ローカルから講師をリクルートするのは困難である旨RETPC所長から報告があった。
5. 遠隔研修	DINAS商工部長から遠隔研修用機材供与の要請があり、プロジェクト終了後はメンテナンスコスト、通信費を州政府が負担することを約束した。また、RETPC内でITチームを設置し、遠隔研修を独自で操作できる	プロジェクト終了後にメンテナンスコスト、通信費を州政府が負担することの保証は得られなかった。調査団は、州政府の保証を得ることと、遠隔研修を独自で操作できるよう、IETCから技術移転を依頼することを提案した。	遠隔研修は2004年に1回実施されたが、研修生からの評価は高かった。しかし、メンテナンスコスト、通信費はNAFEDの予算的な支援が必要であることを確認した。	遠隔研修は未だ実施されていない。今年第一回目を実施する予定。
6. 情報・振興 (1) 図書館	州政府の予算的制約から、必要図書が十分購入できない状況である。	書籍は不十分である。調査団から、来訪者に対して、どのような情報が必要か調査し、必	現在図書館にある書籍は、ビジネス業界にとっては、一般的過ぎるものが多い。また、外	書籍が少ない。今後、大学や高校の生徒にも図書館を活用してもらうため、より一般的

	東ジャワ州	北スマトラ州	南スラウェシ州	南カリマンタン州
		要書籍のリストアップを依頼した。	国の輸入規制にかかる情報が含まれる書籍が必要との要請があった。	書籍も揃えたい旨 RETPC 所長より要請があった。
(2) 展示場	これまで9名の外国人バイヤーが来訪したが、未だ取引まで至っていない。調査団より、来訪者を増やすため、展示品の詳細、企業概要や商品カタログ等の作成を提案した。	外国人バイヤーの来訪はないが、すでに、メダンに駐留する大使館や NAFED がもつ6つの海外事務所とは連絡をとって広報を行っている。調査団は左記同様の提案を行った。	展示場への来訪者は殆どいないため、調査団は左記同様の提案を行った。	展示場への来訪者は殆どいないため、調査団は左記同様の提案を行った。また、展示場のレイアウトを改善する必要があるとも提言した。
(3) コンサルテーション	最新の外国市場情報が必要であり、そのためJETROや他の貿易振興機関とのネットワークが重要であることを確認した。	専門性のある人材が不足している為、長期に専門家を配置するよう、調査団に要請があった。		ローカル製品の振興及び、海外マーケットトレンド等の情報が必要との報告がRETPC所長よりあった。
7. Socialization	新聞、テレビ、ラジオ等のマスコミを使った啓蒙活動が必要との提言を行った。また、今後東ジャワ州政府のホームページともリンクを張ることも確認された。	メダン国際空港のビルボードを使った広報活動を積極的に行うよう、調査団から提案した。	予算的制約から、広報に十分お金を費やすことが出来ないことを確認した。また、ITインフラが未整備なSMEも多く、ITを使った広報には限界がある。	中央及び東カリマンタン州にも訪問し、RETPCの広報活動を実施しているが、予算的制約から活動も十分に出来ない状況である。
8. TCA	2006年にTCAの期限は切れるが、既存のMOU (NAFEDと東ジャワ州政府間の)の枠内で引き続き協力可能。	NAFEDと北スマトラ州政府との間でTCAが締結されたことを確認した。	NAFEDと南スラウェシ州との間でTCAは締結していない。調査団から、早期に締結することを提案した。	NAFEDと南カリマンタン州との間でTCAは締結していない。調査団から、早期に締結することを提案した。
9. Advisory Committee	今回調査団が訪問中に、第3回のコミティーが開催された。	2005年度中にコミティーを開催することでRETPC所長の合意を得た。	コミティーの開催実績はない。アドバイザーへの謝金を支払うため、州政府へ予算要求が必要であることを確認した。	コミティーの開催実績はない。アドバイザーへの謝金を支払うため、州政府へ予算要求が必要であることを確認した。

	東ジャワ州	北スマトラ州	南スラウェシ州	南カリマンタン州
10. NAFED,IETCの協力	NAFED,IETCからの協力がなく自立してセンター運営が可能になったが、今後も必要に応じて両機関からのサポートは受けることができることを確認した。	2006年6月のプロジェクト終了時まで、NAFED,IETCからは、継続的な協力を得る予定であることを確認した。	RETPC北スマトラ州同様、2006年6月のプロジェクト終了時まで、NAFED,IETCからは、継続的な協力を得る予定であることを確認した。	RETPC北スマトラ州同様、2006年6月のプロジェクト終了時まで、NAFED,IETCからは、継続的な協力を得る予定であることを確認した。
11. 他RETPCとの連携	初代RETPCとして、豊富な経験を活かし、ボランティアで他のRETPCへの支援を電話、e-mailベースで行っている。調査団からは4RETPCが常に連携を取って活動が出来るような体制を構築する必要があるとの提案がなされた。	RETPC東ジャワ州の豊富な経験を参考にするため、常時連携を図れる体制をとることを調査団から提案した。	左記同様に、RETPC東ジャワ州の豊富な経験を参考にするため、常時連携を図れる体制をとることを調査団から提案した。	左記同様に、RETPC東ジャワ州の豊富な経験を参考にするため、常時連携を図れる体制をとることを調査団から提案した。
12. その他			屋根の補修工事費用の予算をDINASが確保するよう、調査団からプロジェクトチームに要求した。	

2-6 新規プロジェクト提案について

インドネシア側から、NAFED再活性化を図りRETPCの輸出振興をより促進するという、新たなプロジェクトの提案がなされた。なお、詳細について現在検討中である。

第3章 中間評価結果

3-1 妥当性

プロジェクトは、我が国の対インドネシア重点分野である中小企業振興に係わる協力である。また、浦田教授が行ったインドネシアの中小企業振興のための政策提言に沿った協力でもある。その提言の中では、中小企業の製品輸出振興のためのマーケティング支援、海外市場の情報提供等についても触れられている。中小企業の雇用人口が大きなシェアを持つインドネシアでは、中小企業振興を図ることにより雇用拡大にもつながり、地方分権化後の地域経済の発展にも寄与することから、本プロジェクト実施の妥当性は高いと考えられる。

3-2 有効性

各 RETPC とも有効性にばらつきはあるものの、既に自立している RETPC 東ジャワ州については、地域のニーズに対応した研修が実施され、地域のビジネス業界から高い評価を得ているため、その有効性は認められる。しかし、残り3箇所の RETPC については、その有効性については、終了時評価の際に慎重に見極める必要がある。また、情報振興サービスについても、的確なサービスが中小企業に対して提供されているかも、残り1年間の活動を引き続き見守る必要がある。

3-3 効率性

地方の RETPC は極力独自で、研修と振興サービスを提供することから、地方の中小企業の交通費等のコストを軽減することができ、効率的である。また、遠隔研修機材の導入により、インドネシア国内のみならず、日本などの海外の講師の講義も実施することが可能となり、講師の旅費と通信コスト、機材コスト等を比較した場合、遠隔研修を実施したほうが効率的であると期待される。コスト比較については今後プロジェクト内で2005年8月までに分析がなされる予定である。

3-4 インパクト

RETPC は NAFED が持つ輸出振興機能と IETC が持つ貿易研修機能の両機能が備わっており、中小企業に対して、総合的なサービスを提供することができるため、インパクトが期待される。しかし、RETPC を活用したことにより、どれだけ輸出量を伸ばし、地域経済の活性化に繋がったかを判断する材料が整っていない為、インパクトを数値で判断することはできない。今後終了時評価に向け、定量分析できる指標について検討することが求められる。

3-5 自立発展性

現在各 RETPC は暫定的な組織であるが、プロジェクト終了後は、UPTD ステータスを取得し、州政府の機構に組み込まれ活動を行っていくことで、各 DINAS 商工部長から説明がなされた。また、UPTD ステータスを取得することにより、州政府から経常予算の配分を受けるのみならず、提供するサービスに対する料金収益を上げることもできるため、RETPC の自立発展性は高い。それにも増して、各 DINAS 商工部長から RETPC を全面的に支援するとの力強いコメントがあった。

また、プロジェクト終了後も NAFED、IETC から継続的なサポートは得ることができる。

第4章 調査総括

4-1 団長所感

- (1) 今次調査は、4年間のプロジェクトの中で、終了まで余すところ一年を控えた時期に実施したものである。本協力の中では、中央（IETC 及び NAFED）のイニシアチブにより、インドネシアの地方の4都市（スラバヤ、メダン、マカサル、バンジャルマシン）に、それぞれの州政府との協力で「地方貿易研修・振興センター」（以下、センター）を設立させることとしているが、本年2月末をもって、4つのセンターは全て設立され運営を開始しており、プロジェクト目標達成の条件は揃ったものと思われる。
- (2) それぞれのセンター運営の開始時期については、スラバヤに開設された東ジャワ地方貿易研修・振興センターが2002年9月で最も早く、設立してから既に2年9か月以上経過し、既に中央からの支援（具体的には2年間にわたる IETC、NAFED からの職員の派遣）を終了し、ジャワ州政府の機関として自立した運営を行っている。組織の位置づけも、これまでのプロジェクトベース（暫定的な州政府の期間）から正式な州政府機関に昇格する予定である。特に、研修コースについては、着実に実施されており、その組織体制、運営方法等などが確立し、既に中央政府の支援を受けずとも実施できるレベルに到達しているものと考えられる。
ただし、中央政府からの直接的な支援期間が終了したとはいえ、引き続き1年間ある協力期間の中で、より自律的なセンター運営が確保されるよう、中央政府によるモニタリングを実施するなどして、必要に応じ、引き続き支援を実施していく必要がある。
- (3) これに対し、他のセンター（北スマトラ、南スラベシ、南カリマンタン）については、それぞれ、1年2か月、1年、4か月が経過しているが、引き続き中央政府からの支援を受けつつ、2年間の支援を受け運営がなされることになっている。2年間の支援期間を了していない現段階で自立可能性について論じるのはまだ早いものの、これらのセンターには、早急に解決すべき点散見される。
このような視点を踏まえ、既に自立的な運営を始めた東ジャワ州のセンターを含め以下の点に留意しつつ事業を進めるよう、今次、JCC の席で述べたところである。

① センターの要員

4つの全てのセンターで、ポスト・人数の点からは当初計画通りの要員配置が行われているが、一部のセンターでは、州政府商工部職員と RETPC 職員の兼務発令が出されているケースが見受けられる。このこと自体は問題無いが、中央政府職員派遣期間中にセンターとしてなすべき役割、業務が十分に習得できない、言い換えると、自立的運営のためのノウハウの蓄積がなされないといった弊害も懸念されるところ、このようなスタッフが早急に選任として業務が出来るよう体制を整備すべきである。

② ローカルインストラクターの発掘

地方におけるセンターの研修運営にあたっては、特にその講師の選定に、それぞれの地域の講師を採用することが重要である。一般に、センターの設立直後は、これらローカルの講師のデータベースやネットワークなどが未整備のため、IETC のノウハウを活用し、ジャカルタなどから講師を招聘して研修を実施するケースが見られるが、招聘にかかる費用がかさみ、研修コストの上昇を招いている。潤沢とはいえない州政府からの予算を有効に使うために、これら研修コストを削減し、また、センターの目的でもある地場に根ざした研修ニーズに応えるためにも、今後、いっそうのローカル講師の活用を進めていく必要がある。このためには、各地域にある企業関連団体や、大学などとの連携をいっそう図っていく必要がある。

③ RETPC 間のネットワーク

東ジャワ州のセンターは、地方政府への移管も終わり、既に自立への足がかりを確保し着実な運営を始めている。他のセンターに先行するかかる経験の蓄積は、同センターに留めるだけでなく、後発のセンターとシェアしていくことが、これらセンターの今後の自立に向けての良い参考事例になるものと思われる。こういった経験・ノウハウをフルに活用していくため、ジャカルタの IETC などが中心となってセンター間のネットワークを形成し、より良いセンター運営に向けて議論・意見交換を行うための体制を整備していくことが、今後のセンター運営の確立に向けて非常に有効と思われる。

④ 新 RETPC 設立のためのガイドライン作成

本プロジェクトで選定された 4 つのサイトは、今後、NAFED・IETC が他の州に同様のセンターを設立していく際の、雛形(モデル)として位置づけられている。言い換えれば、プロジェクトで培われた経験をベースに、他の州に対するセンター設立に向けての助言、アドバイスを行うことが出来るような能力が蓄積されることは、本プロジェクトの一定の成果といえよう。今次調査時点においても、既に中部ジャワ州や西ジャワ州から、センター設立に向けての支援要請が NAFED に来ているとのことである。このような要請が既にあるということ自体が、これまでのプロジェクト実施に対する一定の評価とみなすことが出来ると共に、今後、このような他の州からの新センター設立の要望に対するアドバイスが的確に行われるよう、NAFED・IETC で「地方貿易研修センター設立のためのガイドライン」等を整備していくことも検討すべきことかもしれない。

⑤ よりいっそうの広報活動

今次調査では関連する各団体等へのヒアリングを通じ、地方貿易研修センターの役割や位置づけを説明し、積極的に活用するように依頼している。然るに、現状では、各センターの展示場への訪問者数や図書館の活用度からみても、その認知度を高めるために、まだまだ、改善が必要と思われる。今後の円滑なる研修運営や、貿易振興のための企業や顧客へのサービスを効果的に実施するためには、広報活動を活発に実施し、域内の関係者に広くその存在知らしていくことが肝要と思われる。

- (4) 4つのセンターのうち、南カリマンタンのセンター（バンジャールマシン）については、同センターの設立の遅れから、JICA のプロジェクト協力期間内には、中央政府からの2年間の支援を完了しないことになる。これに対し、NAFED は約半年間の支援期間の延長を決定している（最終的には国会からの予算承認待ち）とともに、JICA に対しても延長が出来ないか打診して来ている。現時点では結論できないが、今後、早急に対応を検討することとしたい。

第5章 収集資料リスト

<南カリマンタン州>

1. Export by Province and SITC Groups Jan.-Dec. 2003 南カリマンタン州
2. Indonesian Export from East Kalimantan by Commodity 2000-2004
3. Indonesian Import from South Kalimantan by Commodity 2000-2004
4. RETPC South Kalimantan Monthly Report May, 2005
5. Cash Flow Operational Budget RETPC South Kalimantan
6. RETPC South Kalimantan Activity Program (2005 年度)
7. 中間評価調査団との協議議事録 (Banjarmasin/2005 年 6 月 22 日協議分)

<南スラウェシ州>

8. Export by Province and SITC Groups Jan.-Dec.2003 南スラウェシ州
9. Export Realization of South Sulawesi Year 2004 Compare 2003
Export Realization of South Sulawesi Year 2003 Compare 2002
10. PDR(Pusat Distribusi Regional) Makassar 概要プレゼン用資料
11. Pelatihan Prosedur Exspor 実施報告書 (2004 年 6 月実施分)
12. Pelatihan Kunci Sukses Memasuki Pasar yang Bersaing Produk Kayu dan Mebel 実施
報告書(2005 年 3 月実施分)
13. Report of RETPC South Sulawesi (F.Y.2004)
Activity Planning (F.Y.2005)
14. 中間評価調査団との協議議事録 (Makassar/2005 年 6 月 20 日協議分)

<北スマトラ州>

15. Export by Province and SITC Groups Jan.-Dec. 2003 北スマトラ州
16. RETPC North Sumatera 概要プレゼン用資料
17. 品目別輸入統計資料(日本→北スマトラ州)
18. Activity Record RETPC North Sumatera 2004
19. Activity Record RETPC North Sumatera Jan.-May 2005
20. 中間評価調査団との協議議事録(Medan/2005 年 6 月 17 日協議分)

<東ジャワ州>

21. Export by Province and SITC Groups Jan.-Dec. 2003 東ジャワ州
22. REPORT F.Y.2004 and 2005 (May) East Java
23. Evaluation of Training Repeater based on SMEs RETPC Surabaya
24. 東ジャワ ALUMNI リスト
25. 中間評価調査団との協議議事録(Surabaya/2005 年 6 月 21 日、22 日協議分)

<インドネシア貿易統計/by NAFED>

26. Indonesian Export by Country of Destination 1999-2003

<中央>

27. Peraturan Menteri Perdagangan RI tentang Organisasi dan Tata Kerja Dep. Perdagangan (商業省組織図等)

<各 RETPC 共通資料>

1. (Draft) Monthly Report of RETPC (by each RETPC)
2. (Draft) Annual Report for RETPCs Project (by Project Team)
3. 各 RETPC 別トレーニング記録(2002 年 9 月～2005 年 3 月)
4. On the Job Training Operation Manual
5. Distance Learning Through TV Conference Manual
6. Operational Budget of RETPC South Sulawesi F.Y. 2005
7. RETPC Eas Java Regional Budget F.Y. 2005-Plan
8. Local Budget for RETPC Program F.Y. 2005-Medan
9. Detail of Budget for RETPC (Surabaya, Medan, Makassar, Banjarmasin&Semarang) F.Y. 2005

付属資料 ミニッツ

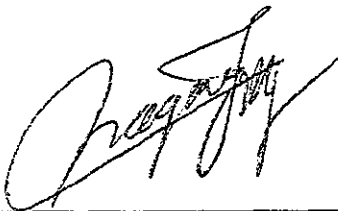
MINUTES OF MEETING
BETWEEN THE JAPANESE PROJECT CONSULTATION TEAM
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
REPUBLIC OF INDONESIA
ON THE JAPANESE TECHNICAL COOPERATION
FOR THE PROJECT FOR ESTABLISHMENT AND CAPACITY
BUILDING OF REGIONAL EXPORT TRAINING AND PROMOTION
CENTERS

The Japanese Project Consultation Team (hereinafter referred to as "the Team") organised by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Tsutomu Nagae visited Republic of Indonesia from 14 June to 29 June, 2005 for the purpose of monitoring and reviewing the activities and of formulating further operational plans of the Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers (hereinafter referred to as "the Project").

During its stay in Indonesia, the Team had a series of discussions and exchanged views with the authorities concerned of the Government of Republic of Indonesia after consultations with provincial governments where Regional Export Training and Promotion Centers (hereinafter referred to as "RETPC") are being established and the project team which consists of National Agency For Export Development (hereinafter referred to as "NAFED"), Indonesia Export Training Center (hereinafter referred to as "IETC") and the Japanese long-term experts over the matters for successful implementation of the Project.

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

Jakarta, June 28, 2005



Mr. Nagae Tsutomu
Leader
Project Consultation Team
Japan International Cooperation Agency
Japan



Ms. Diah Maulida
Acting Chairperson
National Agency For Export Development
Ministry of Trade
Republic of Indonesia

Attached Document

I General Items

1. Purpose of visit of the Project consultation team

The team explained to the Indonesian side that the main purpose of its visit is to monitor the progress of 4 RETPCs in East Java, North Sumatra, South Sulawesi, and South Kalimantan that has been in operation since September 2002, April 2004, June 2004, and February 2005 respectively, and make plans for effective implementation in the remaining project period. The team also discussed with the Indonesian side necessary measures to be taken by both sides in preparation for final evaluation.

In the process of the review, both sides revised and confirmed, in principle, the Project Design Matrix (hereinafter referred to as "PDM") as attached in Annex 2.

The list of people the team discussed with is as attached in Annex 1.

2. Joint Final Evaluation

Final evaluation is conducted in order to examine the level of achievement of the objectives from the aspects as mentioned in 3. below. Both sides agreed that the final evaluation would be conducted in the end of February 2006.

3. Five (5) Basic Evaluation Components

The team explained to the Indonesian side that the Project would be monitored and evaluated from the five (5) aspects as described in the "Five (5) Basic Evaluation Components" as shown in Annex 3.

II Discussion at NAFED with the Project Team

1. Organization

(1) Ministry of Trade (hereinafter referred to as "MOT")

Indonesian side explained that the Project would be under the supervision of MOT, after the separation of Ministry of Industry and Trade to Ministry of Industry and MOT. The latest organization chart for MOT is shown in Annex 4-1.

(2) NAFED

Indonesian side explained that after the separation of Ministry of Industry and Trade, NAFED was relocated within MOT. Indonesian side also explained that NAFED reorganized its centers as shown in the latest organization chart in Annex 4-2.

(3) IETC

Indonesian side explained that IETC has been promoted from Eselon 3 to Eselon 2 as Unit Pelaksana Teknis (UPT) under NAFED. The latest proposed organization chart of IETC is shown in Annex 4-3.

(4) RETPC

The latest organization chart of 4 RETPCs is shown in Annex 4-4, 4-5, 4-6, 4-7.

<New RETPC>

Indonesian side explained that NAFED will provide technical guidance starting with the information and promotion services to Central Java government in the year 2005 and to West Java government in the year 2006.

2. Cooperation after the project period

Indonesian side requested to the Japanese side for a 6 month extension of the Project especially focused on RETPC South Kalimantan due to the late establishment in order to secure minimum of two years assistance which was similarly provided to other RETPCs. Indonesian side explained that NAFED will propose to the parliament for an additional budget to continue supporting RETPC South Kalimantan until the end of the year 2006. And also the Indonesian side explained that the contents of the cooperation needed from JICA are under consideration.

3. Project evaluation by assessment of PDM target

Indonesian side explained that insufficient allocation and a inconsistent disbursement of the budget from the provincial government has greatly affected the activities of RETPCs. Since these are some of the important assumptions mentioned in PDM, both sides agreed to revise the numerical targets as shown in Annex 2.

4. Plan of Input from Japanese side

The Team explained the input plan from Japanese side for fiscal year 2005 as shown in Annex 9.

(1) Short Term Expert

"Exhibition Management" Expert

The Project Team agreed to assign one counterpart from NAFED to attend and coordinate the activities of the Expert.

(2) Training in Japan

"Trade Promotion" Training

Indonesian side requested the Team, and the Team agreed to add one participant from NAFED to be assigned as a coordinator for four participants from each RETPC.

"Marketing for Export" Training

The Project Team agreed to prepare a guidance (including qualification, criteria,

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monitoring and evaluation system) for the selection of the participants by the end of July 2005.

(3) Equipment

Books

The Project Team agreed to make a long list of the books necessary for NAFED, IETC, and 4 RETPCs by the end of August 2005.

Equipments for Distance Learning

Both sides agreed that the Project Team will analyze the needs and the cost performance of Distance Learning equipment for each RETPC by the end of August 2005.

III Discussion at RETPC East Java

1. Organization

The Head of DINAS PERINDAG (hereinafter referred to as "DINAS") explained that after the end of the Project, RETPC East Java will be integrated with Balai Latihan Dunia Usaha (hereinafter referred to as "BLDU") that already has official Unit Pelaksana Teknis Daerah (hereinafter referred to as "UPTD") status. As a result, RETPC East Java will become a permanent organization which enables the organization to self finance by its own revenue and receive budget from DINAS as an implementation agency of DINAS. Head of DINAS also explained that RETPC East Java has plans to obtain ISO 9001 certificate.

2. Budget

The Head of RETPC explained that the budget from DINAS is decreasing every year. However, the activity of RETPC is increasing due to the effort of RETPC through cooperation with other institutions, getting the income from usage of facilities (class room, computer room, and auditorium) and conducting an activity which is financed by district government.

3. Staff

The Head of DINAS promised that there will be no staff rotation till the Project terminates in June 2006, in order to develop the capacity of the staff. The Head of DINAS also requested to the Team for a continuous support to RETPC for its human resource development.

4. Training

(1) Training Course (see Annex 5 and 6 for the record)

The Head of RETPC explained that training course is organized by staff of RETPC and some of the training course has been modified taking the result of questionnaire of participants into consideration. RETPC also develop their text books and syllabus.

(2) Local Instructors

The Head of RETPC explained that they are optimizing local instructors for conducting training courses.

5. Distance Learning (see Annex 8 for the record)

The Head of DINAS requested the team to provide Distance Learning equipment. The Head also promised that the provincial government will provide budget for maintenance cost and will share communication cost with NAFED after the project is terminated after June 2006. The Head of RETPC confirmed that the staff can operate the Distance Learning equipment independently.

6. Information and Promotion (see Annex 5 and 6 for the record)

(1) Library

The Head of RETPC explained that the number of books is limited due to budget limitation.

(2) Mini-display

The Head of RETPC explained that there were 9 foreign buyers visited since its establishment but no business transaction made. The Team suggested that the descriptions of the product, company profile, and making informative catalogue are needed to attract more visitors.

(3) Business Consultation

The Head of RETPC explained that there is a need for updated foreign market information, for that reason networking with JETRO and other institution is needed.

7. Socialization

The team suggested that more socialization is necessary by utilizing local mass media (newspaper, broadcast, etc.) including the link with East Java Province website.

8. Technical Cooperation Agreement (hereinafter referred to as "TCA")

The Head of DINAS explained that TCA will terminate in 2006; however content of TCA can be covered under the umbrella of Memorandum of Understanding hereinafter referred to as "MOU") between NAFED and the provincial government.

9. Advisory Committee

The third Advisory Committee was held during the visit of the Team. The Advisory Committee has been officially authorized by the governor of East Java in the year 2004.

10. Follow-up support from NAFED and IETC

Although RETPC East Java has become autonomous, technical assistance from NAFED and IETC still can be provided upon the necessity arises in order to secure its sustainability.

11. Cooperation with other RETPCs

Since the RETPC East Java has accumulated ample experiences for its operation, voluntary support to other RETPCs has been conducted by email and phone contacts.

IV Discussion at RETPC North Sumatera

1. Organization

The Head of DINAS explained to the Team that RETPC North Sumatera has plans to receive UPTD status by the end of year 2007. The Head of RETPC North Sumatera explained that the organization has plan to obtain ISO 9001 certificate.

2. Budget

The Head of RETPC North Sumatera explained that the budget from DINAS is limited and the disbursement schedule is not consistent which has been affecting its activities.

3. Staff

The Head of DINAS promised that the current dual position issue for the Vice Head of RETPC, the Head of Administration Division, and the Vice Head of Information and Promotion Division will be terminated by the end of July 2005 for the purpose of smoother transfer of knowledge from respective heads who are appointed by NAFED and IETC. The Team suggested that the Project Team should propose to the Head of DINAS that the Vice Head of Training Division needs to concentrate on RETPC's duty.

4. Training (see Annex 5 and 6 for the record)

(1) Training Course

The Head of RETPC North Sumatera explained that the training course is organized by its staff, however the Team suggested the RETPC North Sumatera needs to develop their training curriculum, text books, and syllabus, and to conduct a needs survey in order to meet their local needs. The Team also suggested to improve communication for more effective transfer of knowledge between the Head of division and the staff during the remaining 6 months.

(2) Local Instructors

As most of the instructors were invited from IETC, the Head of RETPC North Sumatera stressed the need of introducing Training of Trainers (hereinafter referred to as "TOT") to increase the number of local instructors for reducing the cost of training and for meeting local requirements.

5. Distance Learning (see Annex 8 for the record)

Budget for maintenance cost and communication cost sharing after the project is terminated after June 2006 has not been decided yet. The Team suggested to secure the necessary budget for Distance Learning operation, and also to receive continuous technical transfer from IETC in operating Distance Learning equipment.

6. Information and Promotion (see Annex 5 and 6 for the record)

(1) Library

As the number of books in the library is still insufficient, the Head of RETPC North Sumatera requested for the further provision of books. The Team suggested RETPC to inquire the visitors the type of information they need and list up the necessary books as one of the ways to improve the current situation.

(2) Mini-display

The Head of RETPC explained that there were no foreign buyers visited, even though the RETPC has made contact with commercial attaché in Indonesian Embassies and Indonesian Trade Promotion Centers (hereinafter referred to as "ITPC") (6 overseas offices for NAFED) The Team suggested for a continuous effort for socialization activities to attract foreign buyers, and also suggested that the descriptions of the product, company profile, and making informative catalogue are needed.

(3) Business Consultation

The Head of RETPC requested to the Team to dispatch a long term expert for business consultation due to the lack of knowledge and experience in this field.

7. Socialization

The team suggested to RETPC that more socialization is necessary to attract visitors. (For example billboard in Medan International Airport)

Meeting with RETPC users (such as KADINDA, KADIN Medan, GAPKINDO, Coffee Association, and some members of RETPC alumni) was held during the Team visit, and the Team suggested to RETPC to visit them to socialize the RETPC.

8. TCA

The Indonesian side confirmed that the TCA has been signed between NAFED and the provincial government.

9. Advisory Committee

Indonesian side agreed to hold the first Advisory Committee meeting by the end of 2005. The Advisory Committee will be consisted of members of KADINDA, KADIN Medan, representatives from various business associations, and some members of RETPC alumni.

10. Support from NAFED and IETC

The Team confirmed that RETPC North Sumatera will continuously receive technical assistance from NAFED and IETC in order to fulfil its project objectives as well as to attain its sustainability by the end of June 2006.

11. Cooperation with other RETPCs

Since RETPC East Java has accumulated ample experiences for its operation, the Team suggested RETPC North Sumatera to learn lessons from RETPC East Java. At the same time, the Team also stressed the needs for further communication and collaboration among all RETPCs.

V Discussion at RETPC South Sulawesi

1. Organization

The Head of DINAS explained that they have a plan to propose to the local parliament to give UPTD status to RETPC South Sulawesi in the year 2006.

2. Budget

The Head of DINAS explained that the budget of the year 2005 decreased 30% compared with the year 2004, because large funds were invested in two big projects such as establishment of Convention Center and Local Distribution Center. However,

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the Head of DINAS promised to increase the budget for RETPC by 15% compared to the year 2004 in the year 2006. The Head of RETPC South Sulawesi explained that the disbursement schedule of the budget is not consistent.

3. Staff

The Head of RETPC South Sulawesi explained the difficulty of transferring knowledge to its staff because of frequent rotation of the staff. The Head of DINAS promised that there will be no more rotation of staff until end of the year 2005.

4. Training (see Annex 5 and 6 for the record)

(1) Training Course

The Head of RETPC South Sulawesi explained that there is a need for new topic such as Quality Control and product adaptation.

(2) Local Instructors

The Head of RETPC South Sulawesi explained that due to the limited supply of human resource in the region, it is difficult to recruit local instructors for certain topic such as Quality Control. However, the RETPC utilizes local instructors for some courses.

5. Distance Learning (see Annex 8 for the record)

The Head of RETPC South Sulawesi explained that the Distance Learning course was conducted one time, and was highly evaluated by the participants. The Head of RETPC also explained that the RETPC have to rely on budget from NAFED to conduct the training.

6. Information and Promotion (see Annex 5 and 6 for the record)

(1) Library

The Head of RETPC South Sulawesi explained that the number of books is limited, and too general for the business society. The Head of RETPC also explained that the books related to import regulation of foreign countries are needed.

(2) Mini-display

The Head of RETPC explained that there are few visitors for mini display. The Team suggested that the descriptions of the product, company profile, and making informative catalogue are needed to attract more visitors.

7. Socialization

The Head of RETPC South Sulawesi explained that there is a limitation of budget for advertisement and limitation of communication using IT due to lack of IT

facilities in private sector. The team suggested that more socialization is necessary by utilizing local mass media (newspaper, broadcast, etc.).

8. TCA

The Team confirmed that the TCA has not been signed yet between NAFED and the provincial government. The Team advised DINAS that TCA should be signed in a timely manner.

9. Advisory Committee

The Head of RETPC South Sulawesi explained that the Advisory Committee is not yet organized, and the approval from the local government is necessary to include the budget for honorarium to advisors.

10. Support from NAFED and IETC

The Team confirmed that RETPC South Sulawesi will continuously receive technical assistance from NAFED and IETC in order to fulfil its project objectives as well as to attain its sustainability by the end of June 2006.

11. Cooperation with other RETPCs

Since RETPC East Java has accumulated ample experiences for its operation, the Team suggested RETPC South Sulawesi to learn lessons from RETPC East Java. At the same time, the Team also stressed the needs for further communication and collaboration among all RETPCs.

12. Roof Renovation

The Team strongly requested to the Project Team to confirm to DINAS to get the additional budget for roof renovation work of RETPC building. NAFED is ready to provide the reserve budget as well.

VI Discussion at RETPC South Kalimantan

1. Organization

Indonesian side explained that RETPC South Kalimantan has a plan to propose to the local parliament to receive the UPTD status by the end of year 2007.

2. Budget

The Head of DINAS explained that the budget is limited to operate the RETPC independently. The Head of RETPC explained that the RETPC needs more budgets for

maintenance of building and IT equipment, and explained that the disbursement schedule of the budget is not consistent (budget for the year 2005 has neither been confirmed nor disbursed). The Head of RETPC also requested for budget to build a dormitory and parking area to accommodate the participants from different regions.

3. Staff

The Head of RETPC South Kalimantan explained that it needs more time and effort to establish effective communication within the organization and to optimize the capacity of staff.

4. Training (see Annex 5 and 6 for the record)

(1) Training Course

The Head of RETPC South Kalimantan explained that all the training courses are organized by NAFED, IETC, and JICA, which are highly appreciated by the participants. The Head of RETPC also explained that there is a need for English and Japanese Language courses and practical training such as IT and product development.

(2) Local Instructors

The Head of RETPC South Kalimantan explained that the number of local instructors is quite limited at the moment. The Team suggested to RETPC to recruit them from the local government and business community through promoting socialization activities.

5. Distance Learning (see Annex 8 for the record)

The Head of RETPC South Kalimantan explained that the Distance Learning course has not been conducted yet.

6. Information and Promotion (see Annex 5 and 6 for the record)

(1) Library

The Head of RETPC South Kalimantan explained that the number of books is limited, and requested for more general books in trying to attract university and high school students. The Team explained that the main target of the library visitor is from the local business community.

(2) Mini-display

The Head of RETPC South Kalimantan explained to the Team that the informative catalogue with descriptions of the product and company profile needs to be prepared. In order to optimize the mini-display facility, the Team suggested that there is a need for the layout readjustment and to increase the number of products to be displayed.

(3) Business Consultation

The Head of RETPC South Kalimantan explained that there is a need for promotion of local products and information of international market trend.

7. Socialization

The Head of RETPC South Kalimantan explained that the staff of RETPC visited Central and East Kalimantan for socialization of RETPC, and stressed the needs for more budgets. The Team suggested that more socialization is necessary by utilizing local mass media (newspaper, broadcast, etc.)

8. TCA

The Team confirmed that the TCA has not been signed yet between NAFED and the provincial government. The Team advised DINAS that TCA should be signed in a timely manner.

9. Advisory Committee

The Head of RETPC South Kalimantan explained that the Advisory Committee is not yet organized, and the approval from the local government is necessary to include the budget for honorarium to advisors.

10. Support from NAFED and IETC

The Team confirmed that RETPC South Kalimantan will continuously receive technical assistance from NAFED and IETC in order to fulfil its project objectives as well as to attain its sustainability by the end of June 2006.

11. Cooperation with other RETPCs

Since RETPC East Java has accumulated ample experiences for its operation, the Team suggested RETPC South Kalimantan to learn lessons from RETPC East Java. At the same time, the Team also stressed the needs for further communication and collaboration among all RETPCs.

VII Others

Indonesian side proposed the Team that after the termination of the Project the Japanese Government could consider launching new cooperation project to revitalize NAFED and RETPCs for the further promotion of export development. Details of Terms of Reference are still under consideration.

End of Document

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 - 9-2 List of JICA Provided Equipments (IT Equipments)

- Annex 10. List of Attendants

C/P List for Project Team

Date : 28 June 2005

Ms. Diah Maulida	Project Director	Acting Chairperson of NAFED
Mr. Erfandi Tabrani	Vice Project Director	Previous as Secretary of NAFED
Mr. Rahayubudi	Project Manager	Director of Center for Export Information & Service, NAFED
Mr. Nursal Baharuddin	Vice Project Manager	Director of Indonesia Export Training Center
Mr. Ari Satria	Project Coordinator	Head of Development Program Subdivision
Mr. Sahala Aritonang	Project Coordinator	Head of Administration Subdivision
Mr. Ikhwan Aman	Project Coordinator	Head of Information Services & Export Training Subdivision
Ms. Susijanti	Project Coordinator	Head of Evaluation & Reporting Section, IETC
Ms. Utari Kurnianingsih	Project Coordinator	Instructor, IETC (Previous as Head of RETPC East Java)

Counterpart Personnel

(Administration)

1. Mr. Ari Satria
2. Ms Ani Fatimah
3. Ms.Emily Rosali

(IT for Trade Promotion & Information)

- | | |
|------------------------|----------------|
| 1. Mr. Bambang Purnomo | 3. Mr. Aksanil |
| 2. Mr. Abu Amar | 4. Ms. Mita |

(Library Management)

- | | |
|--------------------|--------------|
| 1. Ms. Sri Maryani | 3. Mr. Ujang |
| 2. Ms. Sutrisni | 4. Mr. Edi |

(Exhibition Management)

1. Ms. Sri Maryani
2. Ms. Astri Prematasari

(Inquiry)

1. Ms. Sri Maryani
2. Mr. Widi Haryono

(Transfer Training Management System)

- | | |
|-------------------------------|-------------------------|
| 1. Mr. Maulani | 4. Ms. Vivianini |
| 2. Ms. Chandrini Mestika Dewi | 5. Ms. Didiek Widjawati |
| 3. Ms. Respati Diah | |

(Curriculum Development Training, including Distance Learning)

1. Ms. Merry Maryati
2. Mr. Tambunan

(Technical Matter of Distance Learning)

- | | |
|----------------------|-----------------|
| 1. Mr. Arifui Fuadhi | 3. Mr. Ramdhani |
| 2. Mr. Wijaya | 4. Mr. Soenarsc |

(Training of Utilizing IT)

1. Mr. Irwan Syafrul
2. Mr. Sukendro

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C/P List for 4RETTCs

Date : 28th June 2005

	Surabaya (Number of Staff : 16)		Medan (Number of Staff : 18)		Makassar (Number of Staff : 13)		Banjarmasin (Number of Staff : 11)	
	Name	Original	Name	Original	Name	Original	Name	Original
HEAD OF RETPC	Mr. Saiful Jasan	DINAS	Mr. Drs. Wawan Sudarmawan, Msi	IETC	Ms. Handaya Retno	IETC	Mr. Rustam	NAFED
VICE HEAD OF RETPC	-	-	Mr. Fitri Kurnia, Msi	DINAS	Mr. Chairil Burhan	DINAS	Mr. Hasbullah	DINAS
TRAINING DIVISION								
MANAGER	Ms. Niniik Margitini, S.S	DINAS	Mr. Drs. Budi Handoko	IETC	Ms. Sri Kuswahyuni Hidayat	IETC	Mr. Achmad Moelitar	IETC
VICE MANAGER	Mr. Hamid Pelu, SE	DINAS	Mr. Azra T Ridho Hanafiah, SE, Msi	DINAS	Mr. Andi Arief Sumping	NAFED	Ms. Elana Hilda	DINAS
-STAFF	Mr. Agung Priyono	DINAS	Ms. Juniarti Pakpahan, SE	DINAS	Ms. Nurul Fitani	DINAS(Contract)	Mr. Murniansyah	DINAS
-STAFF	Mr. Sinu Hardianto, SE	DINAS(Contract)	Ms. Leny Muhandiany, Amd	DINAS(Contract)	-	-	-	-
-STAFF	-	-	-	-	-	-	-	-
-STAFF	-	-	-	-	-	-	-	-
PROMOTION AND INFORMATION DIVISION								
MANAGER	Ms. Ir. Ika Rachmita	DINAS	Ms. Dra. Maria Anesia Situmorang, B	NAFED	Mr. Andy Ruswar	DINAS	Mr. Affan Renaldi	NAFED
VICE MANAGER	Mr. Eka Setya Budi, SH	DINAS	Mr. Muhammad Irsan, SE	DINAS	Mr. Hayun Nur	DINAS	Mr. Nurfuansyah	DINAS
-STAFF	Ms. Dewi Ari Puspita, SE	DINAS(Contract)	Mr. Hasanuddin Hulu, S. Sos	DINAS	Ms. Ratna Mandaya	DINAS	Mr. Rumaini	DINAS
-STAFF	Ms. Elok Syafirda, SE	DINAS(Contract)	Ms. Deliana, SE	DINAS(Contract)	Ms. Andy Nurhaeti	DINAS	-	-
-STAFF	Mr. Yani Hermawan	DINAS(Contract)	Ms. Lisheth Yulita Strait, SE	DINAS(Contract)	Mr. Sila	DINAS	-	-
-STAFF	-	-	Mr. Abu Bakar Neza Alfin	DINAS(Contract)	-	-	-	-
ADMINISTRATION DIVISION								
MANAGER	Ms. Soeharsih	DINAS	Mr. Parlunggan Lubis, SE	DINAS	Ms. Megawati	DINAS	Ms. Itini Setiasih	DINAS
VICE MANAGER	-	-	Mr. Drs. Zainaluddin	DINAS	-	-	-	-
-STAFF	Mr. Multono S. Sos	DINAS	Mr. Azwar Pane	DINAS	Ms. Ina Syamsina	DINAS	Mr. Rijani	DINAS
-STAFF	Mr. Widi Yuhardi, SE	DINAS	Ms. Novie Sriwalyuni, Amd	DINAS(Contract)	Mr. Sugiharto	DINAS	Ms. Dina Mahrita	DINAS(Contract)
-STAFF	Mr. Drs. Maksun	DINAS(Contract)	Mr. Tengku Indovina	DINAS(Contract)	-	-	-	-
-STAFF	Ms. Gora Handayani, SE	DINAS(Contract)	Ms. Tanti Juliana	DINAS(Contract)	-	-	-	-

Date : 28th June 2005

Project Design Matrix (PDM) Revise

Project Title: Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers (RETPCs)
Target Places: Jakarta, Surabaya, Medan, Makassar, and Banjarmasin
Prepared by: Japanese Project Design Team
Prepared Date: Feb. 5, 2002
Target group: 4RETPCs, SMEs that plan to start or expand export business in the regions where RETPCs are to be established, IETC and NAFED

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall goal Promote the export of SMEs in the regions where RETPCs are established</p>	<p>1. Early development of export share against annual sales (Statistical difference among SMEs) 2. Export from the regions 3. Level of personnel as exporters/traders that have utilized the services at RETPCs and number of successful enterprises 4. No. of SMEs which applied what they learned at RETPCs to real business activities.</p>	<p>1. Sample survey for SMEs, which have used or not used services at RETPCs. 2. Statistical yearbook in respective regions 3. Occasional monitoring survey on SMEs that have utilized the services at RETPCs 4. Occasional monitoring survey on SMEs that have utilized the services at RETPCs</p>	<p>1. The SME development policy through export promotion in each province remains unchanged.</p>
<p>Project purpose Model RETPCs (in Surabaya, Medan, Makassar, and Banjarmasin) provide export training, trade information and promotion services to SMEs in the respective regions.</p>	<p>(Training Services) 1-1. About 3000 participants from SMEs receive export training courses at respective RETPCs during the project period. 1-2. At least 15% of SMEs that have sent their staff to RETPCs for training utilize RETPCs once again for the training purpose. 2-1. An annual total of SMEs (Surabaya: 700 SMEs, Medan: 300 SMEs, Makassar: 300 SMEs & Banjarmasin: 150 SMEs) utilize information resources (such as a mini-resource center) at a RETPC 2-2. 120 users make access to the homepage of NAFED on a daily basis.</p>	<p>Record at RETPCs and the P.T.</p>	<p>1. The foreign demand on export from respective regions will not decline drastically in a long run. 2. The foreign exchange rate of the currency, Rupiah, will be relatively stable for export. 3. Political situation will be relatively stable to support economic activities of SMEs.</p>
<p>Outputs 1. Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team.</p>	<p>(Trade Promotion) 3-1. 150 SMEs/6 months participate in virtual exhibitions. 3-2. 50 SMEs/6 months on average participate in permanent exhibitions at RETPCs. (Sustainability) 4-1. Share of total revenue in RETPC's Budget from Provincial Government at the end of the Project. (8% in Surabaya, 3% in Medan, 3% in Makassar and 3% in Banjarmasin)</p>	<p>1-1. List of C/P staff assigned 1-2. Budget and realization of the budget 1-3. Record at mini-resource centers at RETPCs 1-4. Public relation records at RETPCs and the P.T. 1-5. Meeting and communication records at RETPCs and the P.T.</p>	<p>The economic conditions in the region and the country as a whole will not adversely affect the allocation of project and routine budgets for RETPCs.</p>
<p>2. C/P at RETPCs are skilled in managing export training services</p>	<p>2-1. Types and number of training courses where course planners have been trained</p>	<p>2-1 to 2-6 Records at RETPCs and the P.T.</p>	

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

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

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

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

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Date : 28th June 2005

Five Basic Evaluation Components

1 Five Basic Evaluation Components

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

(1) Efficiency

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

(2) Effectiveness

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

(3) Impact

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

(4) Relevance

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

(5) Sustainability

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

2 Relation between Five Basic Components and PDM

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

(1) Efficiency

(2) Effectiveness

(3) Impact

(4) Relevance

(5) Sustainability

These components are directly connected to the elements of PDM as shown in the Figure in the following page. The component "Efficiency" is a measure to qualitatively and quantitatively compare all resource (input) to the results (output) of the project in order to evaluate the economic efficiency of conversion from input to output.

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

The parameter "Impact" is a foreseeable or unforeseeable, and a favorable or adverse effect of the project upon society. To evaluate impact, both the goal and project purpose should be referred to in the beginning of the evaluation. Evaluation with this component could require comprehensive surveys in many cases.

The parameter "Relevance" is to comprehensively evaluate whether or not the project meets the overall goals, policies of both the donor and recipient, local needs and given

priority levels, in order to decide whether the project should be continued, reformulated or terminated. The component "Sustainability" is to comprehensively evaluate how long the favorable effect as a result of the project can continue after the project has been terminated.

Evaluation with this component is required to decide how much the local resources should continue to be used for the project, and to evaluate how much the country receiving the assistance has been considering the project important. According to OECD (Organization for Economic Cooperation and Development) (1989), "Sustainability" is a component to be used for the final test of the success of a development project.

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

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

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Date : 28th June 2005

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Staf Ahli
Eny Subayoyo
Hasholan Sitompul
Subbagyo

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Dir. Kerjasama Multilateral

Dir. Kerjasama Regional
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Dir. Kerjasama Bilateral I
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Dir. Kerjasama Bilateral II
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Dir. Penanaman Perdagangan
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070022355 (IV/B)

Kepala Badan
Pengembangan Ekspor Nasional

Sekretaris Badan
Hesti Indah Kresnawati
090016435 (IV/C)

Kapus Pelayanan Informasi Eks
Rahayubudi
070005905 (IV/D)

Kapus Pengembangan Pasar
Yul. Asa, Austrian S. Itz
Subrieno Edi
070024226 (IV/B)

Kapus Pengembangan Pasar
Yul. Arrenka S. Eropa

Kapus Pengembangan Pasar
Syahri R. Sampurna
070022490 (IV/B)

Kepala Badan Pengawas
Perdagangan Berjangka Komoditi
Titi Hendrawati
070004321 (IV/C)

Sekretaris Badan
Ita Megasari Dachlan
070003777 (IV/C)

Ka. Biro Hukum
Pater Y. Angwarmasse
070011381 (IV/C)

Ka. Biro Analisis Pasar
Tri Mardjoko
070006162 (IV/C)

Ka. Biro Perdagangan
Christnawan Triwahyudianto
070022062 (IV/B)

Ka. Biro Pasar Fisik & Jasa
I Made Sukarwo
070021650 (IV/B)

Kepala Badan Penelitian dan
Pengembangan Perdagangan
Erwidodo

Sekretaris Badan
Ernawati
070005576

Kapus Utbang Dagri
Tjahya Widayanti
070022392 (IV/B)

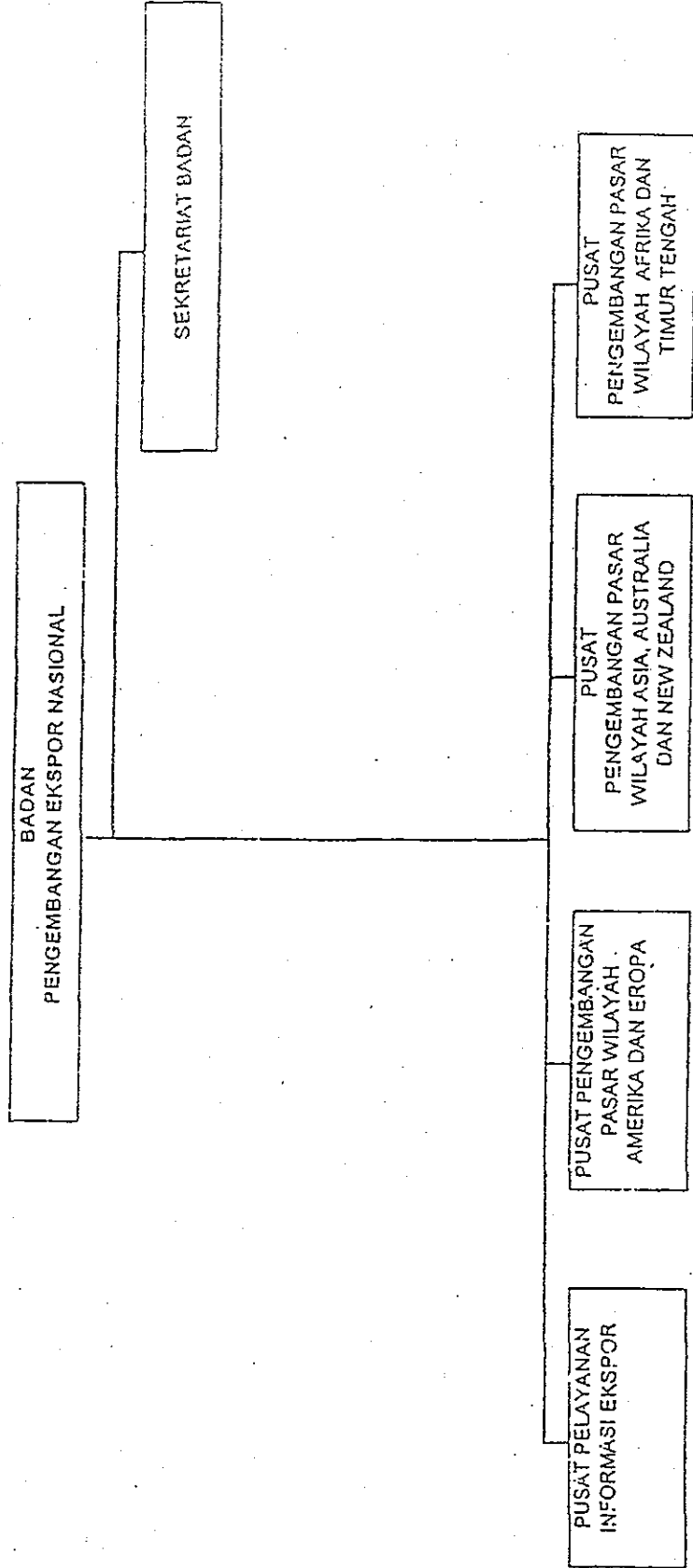
Kapus Utbang Daglu
Retno Rukmanawati
070022038 (IV/B)

Kapus Utbang Iklim Usaha Dag

Kapus Data Perdagangan

DEPARTEMEN PERDAGANGAN
BAGAN ORGANISASI
BADAN PENGEMBANGAN EKSPOR NASIONAL

Lampiran : Peraturan Menteri Perdagangan
Nomor : 01/M-DAG/PER/3/2005

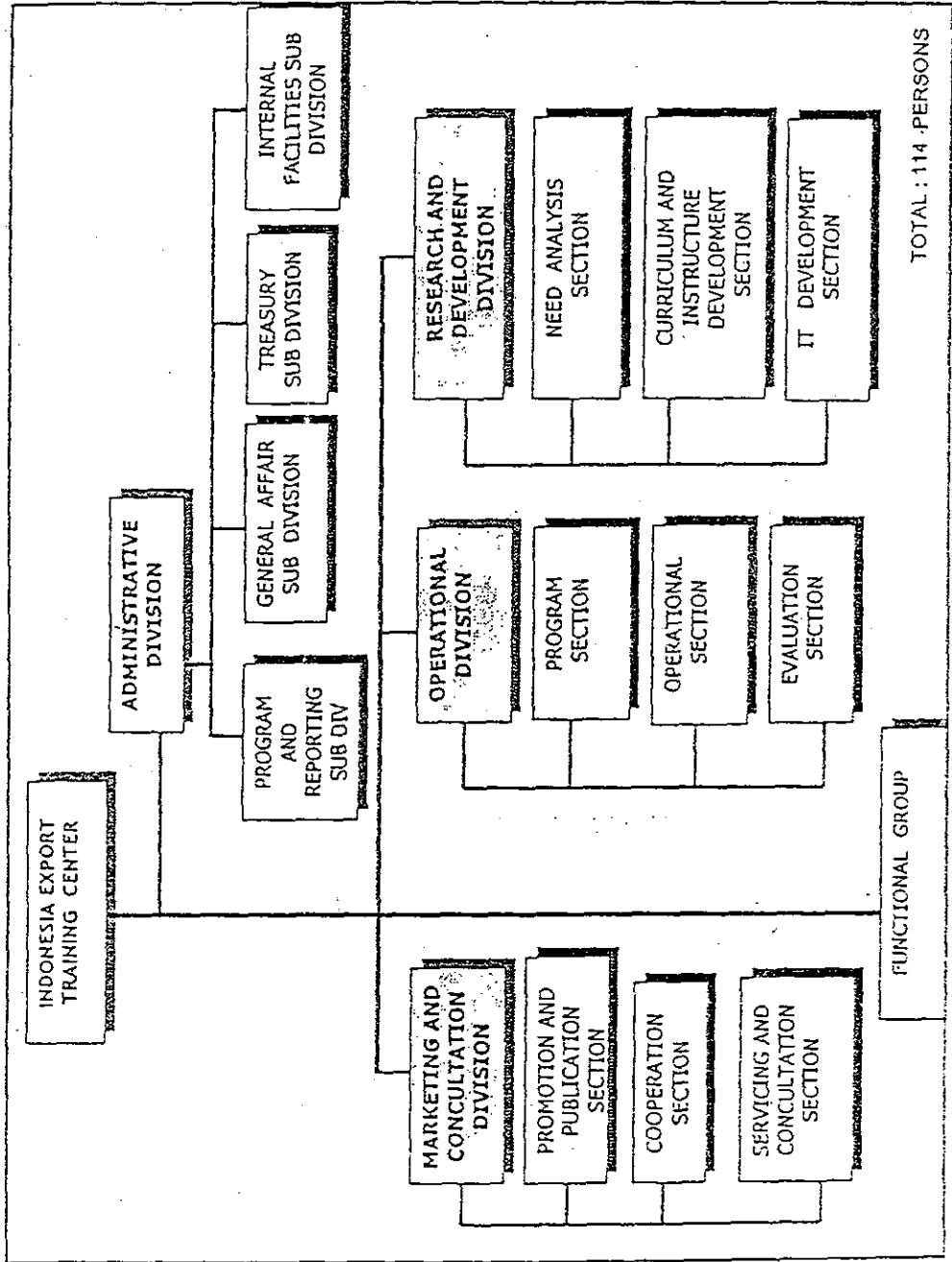


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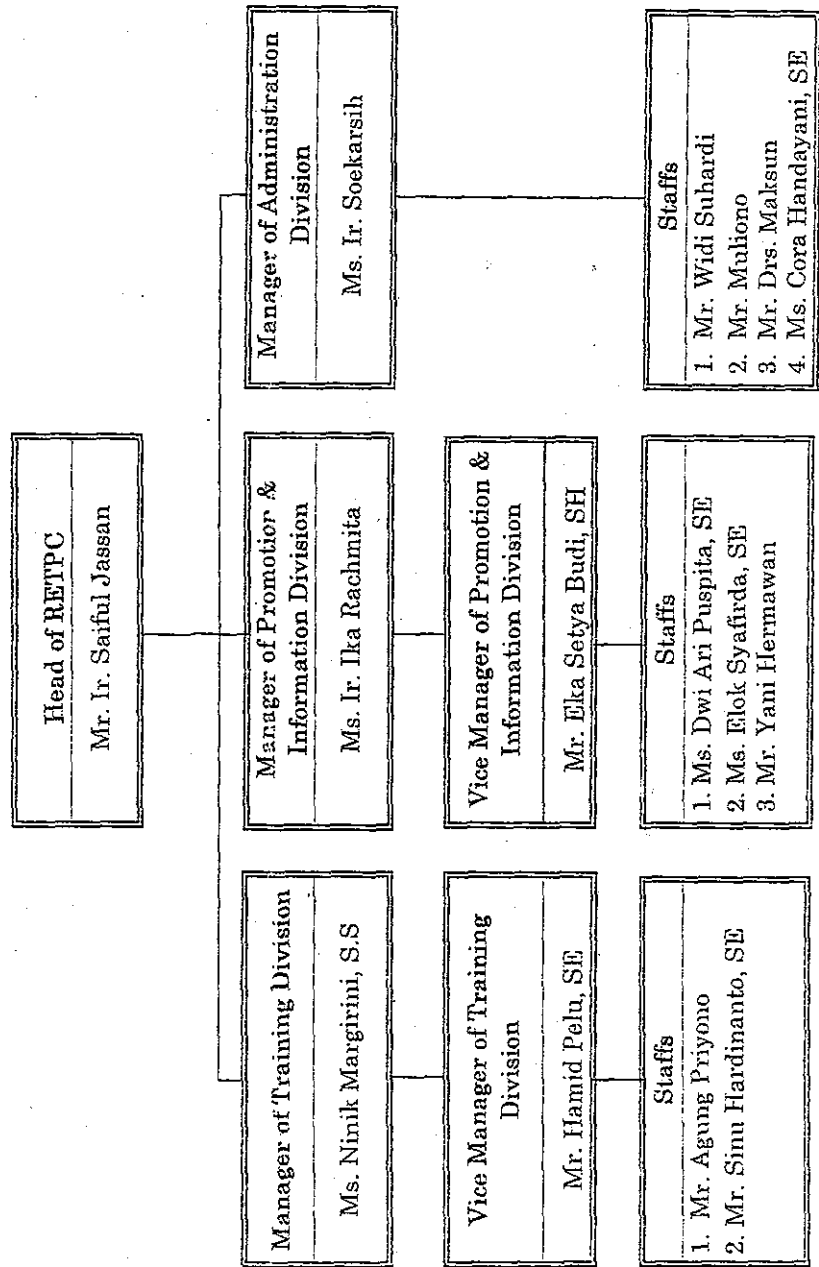
ORGANIZATION CHART OF INDONESIA EXPORT TRAINING CENTER
(Proposed Organization Chart as Eselon 2 as UPT under NAFED)

Date : 28th June 2005



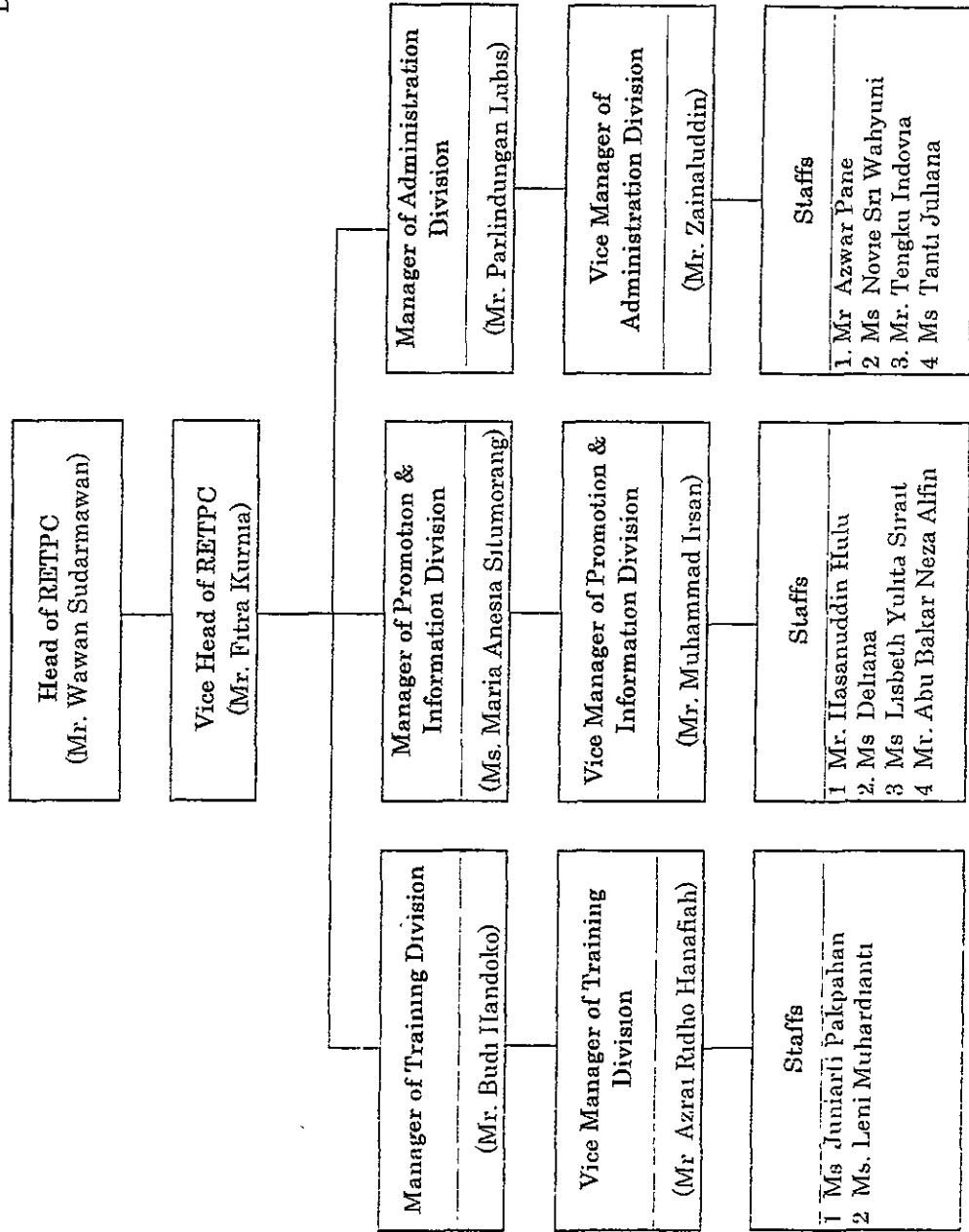
**ORGANIZATION STRUCTURE OF REGIONAL EXPORT TRAINING AND PROMOTION CENTER
IN SURABAYA, EAST JAVA**

Date : 28th June 2005



ORGANIZATION STRUCTURE OF REGIONAL EXPORT TRAINING AND PROMOTION CENTER
IN NORTH SUMATRA (MEDAN)

Date 28th June 2005

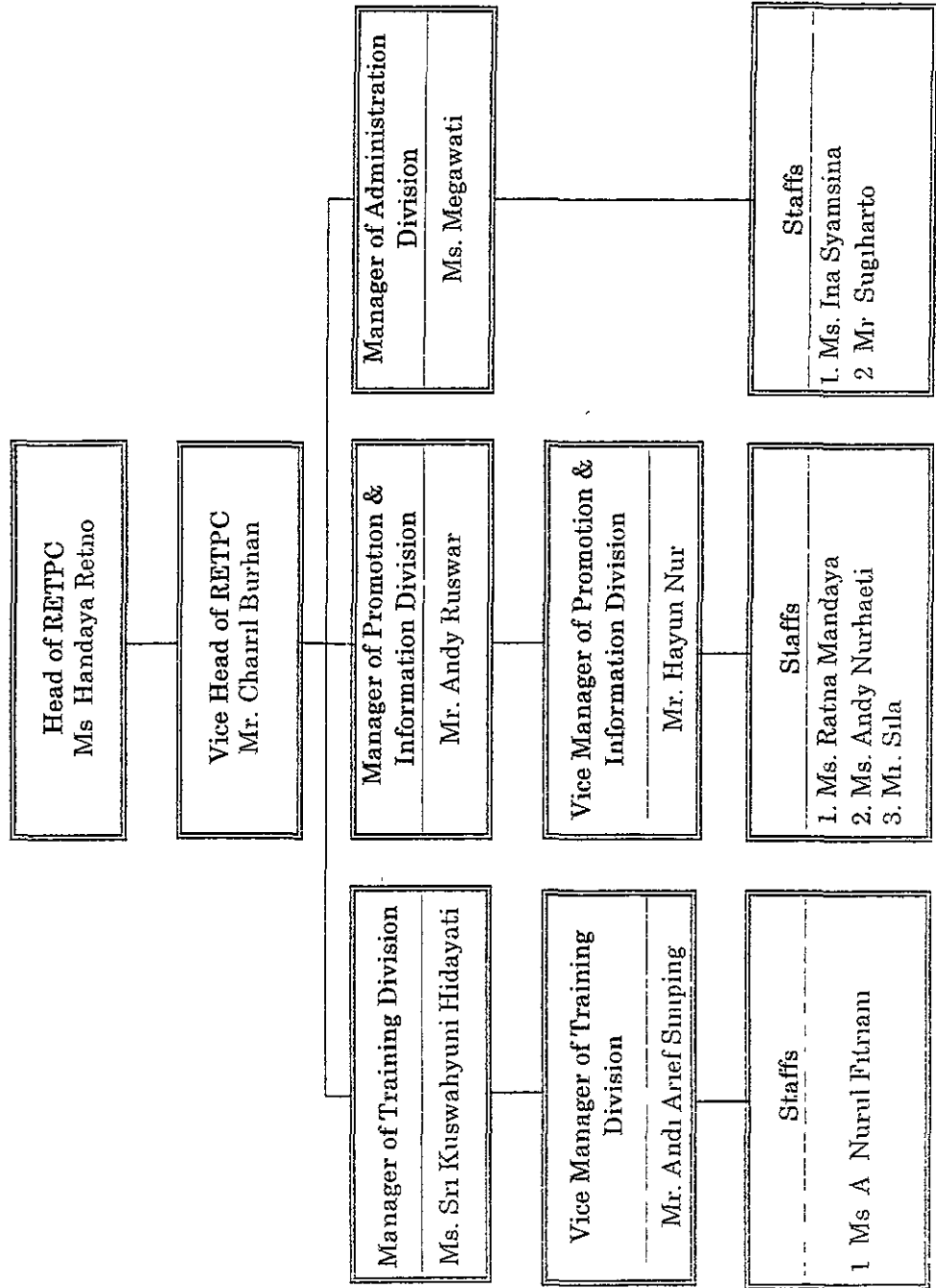


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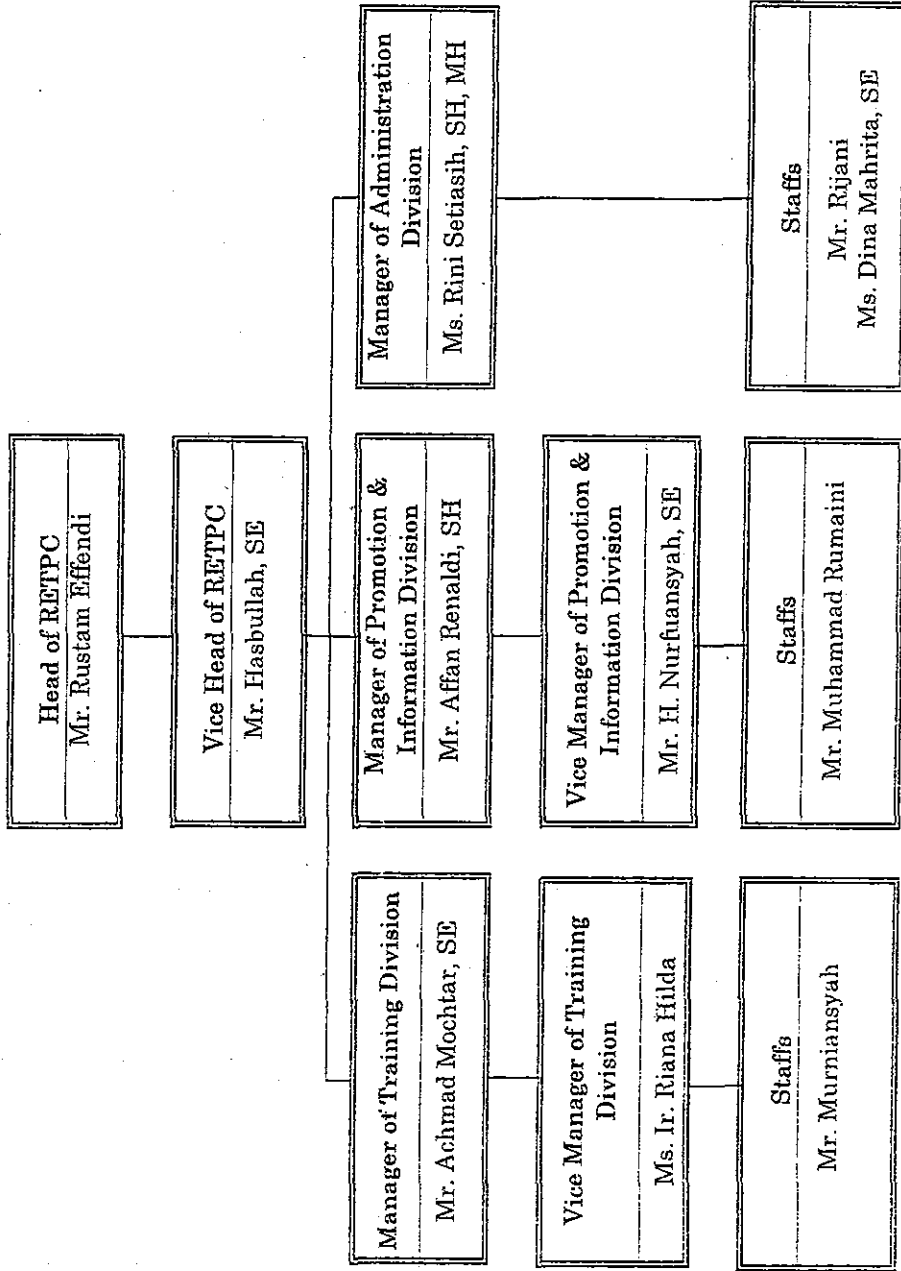
ORGANIZATION STRUCTURE OF REGIONAL EXPORT TRAINING AND PROMOTION CENTER
IN MAKASSAR, SOUTH SULAWESI

Date : 28th June 2005



ORGANIZATION STRUCTURE OF REGIONAL EXPORT TRAINING AND PROMOTION CENTER
IN BANJARMASIN, SOUTH KALIMANTAN

Date : 28th June 2006



General Information of 4RETPCs

Date : 28th June 2005

<Management>

	East Jawa (Surabaya)	North Sumatera (Medan)	South Sulawesi (Makassar)	South Kalimantan (Banjarmasin)
Contact No.				
Address	Jl. Kedungdoro No.86-90, Surabaya 60251	Jl. Iskandar Muda No.272, Medan 20113	Jl. Dr. Sam Ratulangi No.93, Makassar 90312	Jl. Mayjen DI Pandjaitan No.41, Banjarmasin 70115
Telephone	(031) 534-3807	(061) 414-2171	(0411) 870-100	(0511) 335-3944
Fax	(031) 534-5650	(061) 414-2171	(0411) 870-050	(0511) 335-3944
E-Mail	lupias@rad.net.id	p3edmedan@nafed.go.id	p3edmakassar@yahoo.com	p3edbanjarmasin@yahoo.com
Web-Site	http://www.nafed.go.id/~p3ed-surabaya/	http://www.nafed.go.id/~ratu-medan/	http://www.nafed.go.id/~makassar/	http://www.nafed.go.id/~p3ed-banjarmasin/
Date of Grand Open	24th Sep. 2002	27th April 2004	22nd June 2004	25th Feb. 2005
Period after GO	2years 9months	1year 2months	1year	4months
Staff				
Number of Staff	15 persons	18 persons	13 persons	11 persons
from Jakarta	0	3	3	3
from DINAS	9	7	8	7
DINAS (Temporary)	6	7	1	1
Building				
Structure	2 Story (Reinforced Concrete)	3 Story (Reinforced Concrete)	2 Story (Reinforced Concrete)	3 Story (Reinforced Concrete)
Area of Building	636m ²	638m ²	600m ²	800m ²
Total Floor Space	1,176m ²	1,914m ²	1200m ²	2,400m ²
Sharing of Usage	RETPC only	1F - 3F : RETPC 2F : DINAS Foreign Trade Div.	RETPC only	Sharing with DINAS
Infrastructure of Communication				
Telephone Line	4 lines	3 lines	2 lines	2 lines
ISDN(Capacity)	256 Kbps	256 Kbps	256 Kbps	256 Kbps
Access Internet	available	available	available	available
Facilities				
Auditorium	1 (for 150 persons)	1 (for 150 persons)	1 (for 150 persons)	1 (for 150 persons)
Class Room	2 (for 20 persons)	2 (for 30 persons)	2 (for 30 persons)	2 (for 25 persons)
PC room	1 (20 PCs)	1 (21 PCs)	1 (21 PCs)	1 (21 PCs)
Mini-Display	110m ² (11m x 10m)	96m ² (6m x 16m)	189m ²	108m ² (9m x 12m)
Business Library	58m ²	48m ²	60m ²	45m ² (9m x 5m)
Budget				
Year 2004 (Actual)				
Local Province (APBD)	Rp650,000,000	Rp425,000,000	Rp583,240,000	Rp431,240,000
NAFED (APBN)		Rp. 3,700,000,000 (for 4RETPCs including renovation work)		
Revenue	Rp50,500,000	Rp19,100,000	Rp23,500,000	
Others	Rp126,320,200			
Year 2005 (Proposed)				
Local Province (APBD)	Rp479,400,000	Rp412,730,000	Rp365,450,000	Rp350,000,000
NAFED (APBN)		Rp. 2,704,521,000 (for 4RETPCs & Semarang)		
Revenue	Rp55,000,000	Rp30,000,000	Rp54,000,000	
Others	Rp38,000,000			
TCA	already	already	not yet	not yet
Advisory Committee	17 persons (Since July 2003)	Will be established in 2005	Will be established in 2006	Will be established
UPTD	To be proposed in 2006	To be proposed in 2006	To be proposed in 2006	To be proposed in 2007
Future Strategy	To integrate with BLDU (Eselon3)	To get UPTD	To get UPTD	To get UPTD

<Record of Activities (Accumulate)>

	Surabaya (Sep. 2002 - May 2005)	Medan (Apr. 2004 - May 2005)	Makassar (June 2004 - May 2005)	Banjarmasin (Feb. 2005 - May 2005)
Trade Training				
Number of Training Course	52	16	13	3
Number of Participant	1345	482	302	99
Number of Training for D/L	10	4	1	-
Number of Participant for D/L	223	94	24	-
Trade Information & Promotion				
Visitors to Library	1669	262	362	71
Books in Library	2573	1190	805	330
Mini-display participants	143	120	70	42
Visitors to Mini-display	1578	219	460	50

<General Information of Local Province>

Name of Province	East Java	North Sumatera	South Sulawesi	South Kalimantan
Area	47,921Km ²	70,787Km ²	72,781Km ²	37,660Km ²
Population	34,766,000 (Year2000)	11,506,300A (Year2000)	7,801,700A (Year1998)	3,201,962 (Year2002)
Capital City of Province	Surabaya	Medan	Makassar	Banjarmasin
Population of Capital City	2,599,300 (Year2000)	1,979,340 (Year2003)	1,130,384 (Year2000)	572,942 (Year2003)
Data for Trade & Industry				
Num. of Large & Medium Manufacturing Sector	5,304(Year1997)	1,088(Year1997)	345(Year1997)	134 (Year 1998)
Value of Export	USD6,363,197,441(Year 2004)	USD2,687,876,101 (Year 2003)	USD 1,277,383,288 (Year2004)	USD1,197,761,500(Year2003)
Main Product for Export	Paper Product, Wooden Product	Palm Oil, Rubber, Aluminium	Nickel, Cocoa, Marine Product	Plywood, Coal, Wooden Product

Summary of Activity for 4RETPCs Training Division

Date : 28th June 2005

	Jul02 - Dec'02	Jan - Jun'03	Jul - Dec'03	Jan - Jun'04	Jul - Dec'04	Jan-May'05	Grand Total
1 Number of Training Course							
Surabaya	12	9	10	10	5	6	52
Medan				5	6	5	16
Makassar				2	8	3	13
Banjarmasin						3	3
Total	12	9	10	17	19	17	84
2 Number of Participant							
Surabaya	294	251	268	248	139	145	1345
Medan				172	143	162	482
Makassar				52	181	69	302
Banjarmasin						99	99
Total	294	251	268	472	463	475	2228
3 Number of Training Course for D/L							
IETC	1	5	4	4	4	2	20
Surabaya	1	1	2	3	2	1	10
Medan				1	1	2	4
Makassar				0	1	0	1
Banjarmasin						0	0
Total	1	5	4	4	4	5	18
4 Number of Participant for D/L							
IETC	23	108	70	71	37	33	342
Surabaya	21	30	40	59	49	24	223
Medan				27	25	42	94
Makassar				0	24	0	24
Banjarmasin						0	0
Total	44	138	110	157	135	99	683

Trade Information/Promotion

	Jul02 - Dec'02	Jan - Jun'03	Jul - Dec'03	Jan - Jun'04	Jul - Dec'04	Jan-May'05	Grand Total
1 Library Management							
1) Number of visitors							
Surabaya	133	528	351	402	218	37	1669
Medan				69	163	30	262
Makassar				30	220	112	362
Banjarmasin						71	71
Total	133	528	351	501	601	250	2364
2) Number of Books							
Surabaya	394	341	429	715	493	201	2573
Medan				477	330	383	1190
Makassar				295	52	458	805
Banjarmasin						330	330
Total	394	341	429	1487	875	1372	4898
2 Number of Inquiry							
Surabaya	2	11	7	22	107	141	290
Medan				16	30	34	80
Makassar				5	23	34	62
Banjarmasin						50	50
Total	2	11	7	43	160	259	482
3 Mini-Display							
1) Number of Participants							
Surabaya	32	20	17	22	28	24	143
Medan				110	0	10	120
Makassar				45	25	0	70
Banjarmasin						42	42
Total	32	20	17	177	53	76	375
2) Number of Total Visitors							
Surabaya	72	454	319	387	215	131	1578
Medan				56	105	58	219
Makassar				75	175	210	460
Banjarmasin						50	50
Total	72	454	319	518	495	449	2307

Action Plan of RETPC East Java (Surabaya) for Year 2005

2005 ACTIVITY**1. 2005 Training Division Activity**

Date : 28th June 2005

NO	NAME OF TRAINING	PARTICIPANTS	SCHEDULE
I	II TRAINING		
	1. Trade Promotion by Internet I	30	Feb, 21 - 23
	2. Trade Promotion by Internet II	30	March, 15 - 17
	3. Design Technique by AutoCAD	20	Tentative August
II	TV CONFERENCE/DISTANCE LEARNING		
	1. Total Quality Management (TQM)	25	Feb, 1 - 3
	2. Business Matching	20	Sept, 12 - 13
	3. IT Strategy for SME	20	Sept, 13 - 15
	4. Technique Negotiation & Trade Contact	30	December, 5 - 7
NO	NAME OF TRAINING	PARTICIPANTS	SCHEDULE
III	FACE TO FACE IN CLASS		
	1. How To Export	30	April, 12 - 14
	2. Export Procedure 1	30	May, 10 - 12
	3. Export Procedure 2	30	May, 17 - 19
	4. Export Import Procedure	30	June, 20 - 23
	5. Costing and Pricing	30	June, 28 - 30
	6. Effective English Presentation for Exporter	30	July, 5 - 7
	7. Trade Management Exhibition	30	July, 26 - 28
	8. International Market Entry Strategy	30	Aug, 2 - 4
	9. Intensive Business Japanese Language	30	September, 19 - 21
	10. Export Market Strategy	30	Nov, 22 - 24
	TOTAL	475	

2. Information & Export Promotion Division Activity

NO	ACTIVITY	VOLUME / PARTICIPANTS	REMARKS
1	Export Product Potency by RETPC Display	50 Companies	Jan - Dec
2	Seminar/Dissemination Opportunity Information market export -Seminar Export Development in Jember Region -Seminar Export Development in Tuban Region -Workshop market export development through house ware fair	24 Companies 4 times -30 persons -30 persons -30 persons	April, June, Sept, Nov -April 20 -May 30 -May 19
3	Technique Consultation Developing Export Product (Foreign Expert)	2 times	Aug, Sept
4	Socialization Market Survey from NAFED -JIHF Socialization	4 times -30 persons	June, July, Aug, Sept -May 3
5	Business Meeting / Business Contact with foreign buyer / BRD -Entry to Japan Market for East Java Food Product -Business Meeting Horticulture in East Java	2 times -25 persons -25 persons	Aug, Oct -April 14 -April 26
6	Participants Exhibition for Alumni/Display -Inacraft Exhibition	4 times -9 SME's	April, May, June, Oct -April 27 until May 1
7	Seminar Export Developing and RETPC Socialization in Region/City -Socialization in Jember Region -Socialization in Tuban Region	4 Region / City -100 persons -100 persons	Feb, March, May, July -Feb 28 -March 3

NO	ACTIVITY	VOLUME / PARTICIPANTS	REMARKS
8	Display Evaluation and Information service and Promotion	1 times	December
9	Making RETPC Info -RETPC Info 1 edition	4 x @500 exp -500 exp	March, June, Sept, Dec -March
10	Making Product Catalogue Display	2 x @500 -500 exp	April, Oct -April
11	RETPC Display by News Paper -Advertising through Jawa Pos Newspaper -Advertising through Jawa Pos Newspaper	6 times -1 times -1 times	March, June, Sept, Dec -March 1 -March 14
12	Add material / books for library -JETRO, JICA, NAFED, ITPC, Trade & Industry office of East Java, and Association	1250 books -201 books	April, Dec -Jan until May

Action Plan of RETPC North Sumatera (Medan) for Year 2005

TRAINING PROGRAM
RETPC OF NORTH SUMATERA IN 2005

NO	SUBJECT	BLDGE	DATE OF IMPLEMENTATION	COST	DURASI	REMARKS
1.	Total Quality Management (Distance Learning) Jakarta - Tokyo - Medan - Surabaya	Medan	01-Feb-05	Rp. 200.000	3 day	Cooperation JICA & RETPC
2.	Export Procedure	Medan	16-Mar-05	Rp. 200.000	3 day	JICA & RETPC
3.	Trade Promotion by Internet	Medan	18-Mar-05	Rp. 200.000	3 day	JICA & RETPC
4.	Export Payment System with LC	Medan	21-Mar-05	Rp. 200.000	3 day	JICA & RETPC
5.	Market Entry Strategy and Analysis (Distance Learning Jakarta - Medan)	Medan	17-Apr-05	Rp. 200.000	3 day	RETPC & IETC
6.	Trade Promotion by Internet	Medan	19-Jul-05	Rp. 200.000	3 day	RETPC & IETC
7.	Determination of Expire date for Food	Medan	23-Agust-05	Rp. 200.000	3 day	RETPC & IETC
8.	Export Costing and Pricing	Medan	13-Sep-05	Rp. 200.000	3 day	RETPC
9.	Trade Contact by Internet	Medan	27-Sep-05	Rp. 200.000	3 day	RETPC
10.	E-Commerce	Medan	06-Oct-05	Rp. 200.000	3 day	RETPC

INTERNAL TRAINING PROGRAM
RETPC OF NORTH SUMATERA IN 2005

Date : 28th June 2005

NO	SUBJECT	BLDGE	DATE	REMARKS
1.	Transfer Knowledge for Internal Staff on Movie Maker Program	Medan	14-Jun-05	RETPC
2.	Make the Presentation with the Application Program of Powerpoint	Medan	28-Jun-05	RETPC & DINAS
3.	Internet Program	Medan	05-Jul-05	RETPC
4.	Making Database for Training Evaluation	Medan	03-Agust-05	RETPC
5.	Preparation Teaching Methods (Note Book, Sound System, Camera, Video Camera, LCD etc)	Medan	09-Agust-05	RETPC
6.	Troubleshooting PC & Network System	Medan	12-Agust-05	RETPC

**DETAILED ACTIVITY PLAN
INFORMATION AND PROMOTION DIVISION
RETPC OF NORTH SUMATRA IN 2005**

NO	ACTIVITY	DATE / VENUE	REMARKS
A. INFORMATION /MINI DISPLAY ACTIVITY			
1.	Optimization of Resource Centre - Purchasing Books - Contact Centre Bureau of Statistic and other local and int'l organization	January-December 2005, Medan	- Equipped with comprehensive data of North Sumatera potentiality in business "Export Products Mapping"
2.	Rotating and Changing product samples at Mini Display (completed with price list, company profile and Product Profile).	Jan - Feb' 2005, Medan	- Focused on export products
3.	Purchasing additional equipment among others: baskets, jars etc.	Jan' 2005	- priorities is given to training alumni and Mini Display Exhibitors
4.	Subscribing business magazines and daily news	Jan' 2005	- The staff should compile any information about business
5.	Distributing brochure, leaflet, catalogue to related office overseas and domestic	July 2005	- Request an expert to design.
6.	Exchange Information about book collection	March 2005	Possibly to have more collection
B. EXPORT PROMOTION ACTIVITY			
1.	Participating in PRSU - Medan	April 2005 Medan	- In coordination with , Dinas Perindag Sumut
2.	Company Visits to know the realibility of company, products and environment	Jan - March 2005, Medan	- All Participating Companies at Mini Display
3.	Participation in Jakarta International Houseware Fair	June 05, Jakarta	- RETPC , NAFED and Dinas Perindag Sumut
4.	Meeting with related Offices among others: KADIN, Regional Office of Cooperatives and SMEs, Agriculture and Marine, BAINPROM, PORDA SUMUT, Product Association, Universities	February - June 2005, Medan	- Proposed 2 visits / meetings in a week
5.	Visit NAFED, adjusting Promotion Activities in 2005	Mid of March 2005	- Synergizing with NAFED promotion activities with RETPC
5a.	Regional Export Development Strategy Seminar	July 2005, Medan	- In collaboration with NAFED
6.	Participation at Resource Indonesia	October 2005 Jakarta	- RETPC , NAFED and Dinas Perindag Sumut
7.	Establish Network with Trade District Offices in Kabupaten	March 2005	- RETPC and Dinas Perindag Sumut/Kabupaten
8.	Finding out information on Overseas Training Program	January 2005	- Indonesian Representative Office Abroad, and Int'l Organization

NO	ACTIVITY	DATE / VENUE	REMARKS
9.	Propose to JICA, Expert on Export Management, Packing and Packaging, Costing and Pricing. Dissemination of information through seminar/workshop	In between January-December 2005 Medan	- RETPC - NAFED, JICA
10.	Printing Product Catalogue, RETPC Brochure, Product Catalogue of Mini Display	August 2005, Medan	- RETPC - NAFED, Dinas Perindag Sumut
11.	Virtual exhibition	May 2005	- Contact NAFED
12.	Providing information material: a. Publication Information (statistic, books, bulletin) b. Digital Information (CD, CD Rom)	Jan' 2005 Medan	- RETPC - NAFED, Dinas Perindag Sumut, Contact: NAFED
13.	Business Consultation	March-November 2005	- Utilizing Silver Expert at Dinas Perindag
14.	Exhibition on Fruit and Vegetables	October 2005	- RETPC - NAFED, Dinas Perindag Sumut and BAINPROM
15.	Establish Network with Commercial Attache and ITPC refer to business information (daily monitoring)	January 2005	- RETPC - NAFED, Dinas Perindag Sumut
16.	Promotion activities through media	March-Dec. 2005 '04 Medan	- RETPC - Medan Business Daily News
17.	Participating in Overseas Int'l Fairs	August, Sept or Oct 2005	- Special request to NAFED
C. ADDITIONAL ACTIVITIES			
INFORMATION ACTIVITIES			
1.	To prepare material database of: - North Sumatera Export Product - SME's Data	May 2005	- Is the budget is not available now? - Proposed to JICA and NAFED and DINAS
2.	Printing Export Product Catalogue	June '04	- Proposed to NAFED
PROMOTION ACTIVITIES			
1.	Business Meeting/Buyer Reception Desk	Jan -Dec. '05	- Included Trade mission from Resource Indonesia and Jakarta International Houseware Fair
2.	Dissemination information through Seminar - Presented by Head of ITPC or Trade and Attache	Oct '05	- After Resource Indonesia and JIHTF
D. OTHERS			
1.	English Club	June '05	- Proposed to Head of Dinas NAFED
2.	Special Training on Good Manner/Attitude	Feb'05	- RETPC, NAFED, JICA

Action Plan of RETPC South Sulawesi (Makassar) for Year 2005

ACTIVITY PLAN OF RETPC SOUTH SULAWESI
FISCAL YEAR 2005

Date : 28th June 2005

NO	ACTIVITY	FISCAL YEAR 2005												REMARKS			
		JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER				
	TRAINING :																
	STP :																
	Key Factor Success to Enter Competitive Market (JICA)																March 6-10, 2005
	1. Export Procedure I																May 10 - 12, 2005
	2. Finishing Process to Improve Quality of Wooden Product & Furniture																May 31-June 2, 2005
	3. Export Payment I																June 14 - 16, 2005
	4. Management Exhibition																July 12 - 14, 2005
	5 TV Conference :																July 19-21, 2005
	HACCP (JKI-TOKYO-MKS)																July 26 - 28, 2005
	6. Packaging & Labelling for Food and Beverage																Agst 30-Sept 1, 2005
	7. Carving for Wooden Product																August 10-11, 2005
	8. Trade Promotion Through Internet I																Sept 20-22, 2005
	9. Costing & Pricing																Oct 11-13, 2005
	10. TV Convergence :																
	Total Quality Management (JKI-TOKYO-MKS)																
	TRADE PROMOTION																
	1. Mini Display																
	- Redisplay product																
	- Adding Product for Display																
	- Adding Rack for Display																
	- Printed Product Catalog 2005																
	2. Library																
	- Redisplay of Books for Library																
	- Collecting /Buying Books																
	- Sending letter for Request of Books to the Related Insitutions																
	3. Business Consultation																
	4. Inquiry																
	- Grouping Products & Buyers																
	- Disernmination of Inquiry																
	- Making Data Base of Exporter																

NO	ACTIVITY	JANUARY		FEBRUARY		MARCH		APRIL		MAY		JUNE		JULY		AUGUST		SEPTEMBER		OCTOBER		NOVEMBER		DECEMBER		REMARKS	
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		I
	5. Participation for Local Exhibition																										
	a. Regional Exhibition																										
	- Makassar Exhibition																										August, 2005 Nov. 2005
	6. Participation for International Exhibition																										
	- Boston																										March 13-15. 2005
	7. Socialization																										
	a. Develop Brochure (JICA)																										May, 2005
	b. Workshop																										August, 2005 Oct. 2005
	c. Business Meeting																										
	8. Company Data Base																										
III	TRANSFER KNOWLEDGE																										
	1. Training :																										
	a. Training Need Survey																										Ms. S. Kuswahyuni
	b. Develop Curriculum																										
	c. Recruitment of Instructor																										
	d. Recruitment of Participant																										
	e. Training Implementation																										
	f. Training Evaluation																										
	g. Data Base Alumni																										
	h. Data Base Instructor																										
	2. Trade Promotion :																										
	a. Product Display																										
	b. Management of Trade Promotion																										
	Recruitment of Exhibitor																										
	- Cooperated With Newspaper																										
	Rotation Display																										
	3. Information Services																										
	- Management of Library																										
	- Inquiries																										
	- Company Data Base																										
	- Internet																										Ms. Sekine Seiko Mr. Abu Amar Mr. Andy Ruswar Mr. Widi

NO	ACTIVITY	JANUARY		FEBRUARY		MARCH		APRIL		MAY		JUNE		JULY		AUGUST		SEPTEMBER		OCTOBER		NOVEMBER		DECEMBER		REMARKS	
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		I
	4. Operation Equipments																										
	- Computer																										
	- LCD Projector																										
	- Camera																										
	- Handycam																										
	- Edil Film																										
	- Local Area Network																										
IV	TRAINING FOR STAFF																										
	1. Dynamic Presentation for Service Excellent (JICA)																										Feb 7-8 & 11, 2005
	2. Export-Import Management (JICA)																										Feb 22 - March 2, 2005
	3. Introduction to Instructional Design Seminar (JICA)																										March 9, 2005

Action Plan of RETPC South Kalimantan (Banjarmasin) for Year 2005

RETPC-P3ED ACTIVITIES

Date : 28th June 2005

No	Activities	Cost of Budget		2005												Nov	Dec	Action
		APBN	APBD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct					
I	Training Export																	
1	Program Training for 9 Program																	
	- Entrepreneur for Export																	
	- Key Success Factors																	
	- How to start up export																	
	- Export promotion through website																	
	- Export Procedures																	
	- Dry Kiln of Sawm Timber																	
	- Trade Fair Management																	
	- Packing and Logo for Food Industries																	
	- Terms of Payment																	
	- Export Costing and Pricing																	
	- Market Entry Strategy and Market Analysis																	
2	Self Finance																	
3	JICA Nett																	
4	ITC-PPEI (in-Country Training)																	
II	Export Information																	
5	Mini Display																	
6	Library																	
7	Inquiries																	
III	Program JICA																	
	Expert																	
	- Supporting Coordinator																	
	- Distance Learning																	
	- Exhibition Management																	
	- Trade Promotion (Food Processing)																	
	- IT Management																	
	- Library Management																	
	- Workshop for Trade Promotion																	
	Training in Japan																	
	- Marketing for Export																	
	- Computer Database																	
	- Trade Promotion																	
IV	Export Promotion																	
	- International Trade Fair																	
	- National Trade Fair																	
	- Trade Mission																	
V	Human Resource Management																	
	- English & Japan Language Course																	

No.	Activities	Cost of Budget		2005												Description	
		APBN	APBD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Finance	Action
	Computer & Software																
	How to use electric equipment																
	Library program																
	Achievement Motivation Training																
VI	Administration																
	- Building Maintenance																
	- Salary & Take home payment	◆															
	- Local Travelling																
	- Electric equipment Support																
	- Bicycle Motor																
	- Food & Snack equipment																
VII	Marketing Plan																
	- Public Relation	◆															
	- Advertisement	◆															
	- Networking	◆															
	- Publication & Publicity	◆															
VIII	Training Tools																
	- White board																
	- Cassette Recording																
	- Bags & Logo permanent RETPC																
	- Stationaries																
	- Computer Lab																

:Done
 :Will be done
 :No Budget
 :Good

Record of Distance Learning

Date : 28th June 2005

Topic	Schedule	Site	Number of Participant	Remark
JFY 2002				
Export Competitiveness	8 Oct-9 Oct	Jakarta-Surabaya	44 persons (Jakarta 23, Surabaya 21)	
Business Matching in Indonesian Products	18 Mar	Tokyo-Jakarta	17 persons	Pilot Program
HACCP for Food Industry	18 Mar-21 Mar	Tokyo-Jakarta	24 persons	
Negotiation Technique & Sales Contract	26 Mar-27 Mar	Jakarta-Surabaya	54 persons (Jakarta 24, Surabaya 30)	
JFY 2003				
Product Development	15 Apr-16 Apr	Tokyo-Jakarta	23 persons	
Establishing of Trading Company	20 May-22 May	Tokyo-Jakarta	20 persons	
Trend and Design for Garment Export	2 Sep	Tokyo-Jakarta-Surabaya	37 persons (Jakarta 17, Surabaya 20)	
Development of Packaging	3 Sep	Jakarta-Surabaya	37 persons (Jakarta 17, Surabaya 20)	
Structure of E-Trade Network	16 Sep-18 Sep	Tokyo-Jakarta	14 persons	
Market Entry Strategy	4 Nov	Tokyo-Jakarta	22 persons	Training for IETC Staffs
JFY 2004				
HACCP for Food Industry	14 Apr-15 Apr	Tokyo-Jakarta-Medan	42 persons (Jakarta 15, Medan 27)	
Seminar for Effective Distance Learning	20 Apr	Tokyo-Washington-Jakarta-Surabaya	29 persons (Jakarta 14, Surabaya 16)	Training for IETC · RETPC Staffs
Total Quality Management	16 Jun-17 Jun	Tokyo-Jakarta-Surabaya	43 persons (Jakarta 19, Surabaya 24)	
5S Seminar	12 Jul	Tokyo-Jakarta	20 persons	Training for IETC Staffs
Negotiation Technique & Trade Contract	1 Sep-3 Sep	Jakarta-Surabaya-Medan	63 persons (Jakarta 14, Surabaya 24, Medan 25)	
Business Matching	1 Dec-3 Dec	Tokyo-Jakarta-Surabaya	35 persons (Jakarta 10, Surabaya 25)	
Product Development	7 Dec-8 Dec	Tokyo-Jakarta	10 persons	
5S Seminar	16 Dec-17 Dec	Jakarta-Makassar	37 persons (Jakarta 13, Makassar 24)	
JFY 2005(Including Plan)				
Market Entry Strategy	17-19 May	Jakarta-Medan	17-18 May Jakarta-Medan, 19 May Local Program	
In Country Training of Agribusiness	13-Jun	Jakarta-Tokyo	Cooperation with JICA Expert for MOI	
HACCP for Processed Food	19-21 Jul	Jakarta-Tokyo-Makassar		
Five S	24 - 25 Aug	Jakarta-Banjarmasin		
Business Matching (Food Products and Household)	6-7 Sep	Jakarta-Tokyo-Surabaya		
TQM	26 - 28 Oct	Jakarta-Tokyo-Makassar		
Technique Negotiation and Trade Contract	6 - 7 Dec	Jakarta-Surabaya	5-6 Dec Jakarta-Surabaya, 7 Dec Local Program	

Cooperation for other JICA Project

Topic	Schedule	Site	Remark
Project on Enhancement of Civilian Police Activities	FY2003-FY2005	Tokyo-Jakarta	3 times (once a year)
Community Empowerment Program with Civil Society	FY2004	Tokyo-Surabaya	2times
Surabaya Politechnic	FY2004-FY2005	Tokyo-Surabaya	3 times

Cooperation with other Institution

Building the Competitive Edge through Implementation TQ	1-3 Feb.	Jakarta Osaka-Sby-Medan	Cooperation with PREX
Building & Developing Brand Strategy	29-Aug	① Jakarta-Tokyo ② Jakarta-Bangkok	①09.00-12.20 ②13.20-16.40 (Indonesia Time) Cooperation with AOTS
IT Strategy for SME	13-15 Sep	Jakarta-Osaka-Surabaya	Training implementation, Cooperation with PREX

Record of Input from Japanese Side (Expert & Training)

	Period	PT(NAFED/IETC)	Surabaya	Medan	Makassar	Banjarmasin
FY2002						
Short-Term Expert						
-IT Consultation	28 July-16 Aug	12 persons (NAFED:5 IETC:7)	7 persons (RETPC:4 JICA:3)			
-Export Strategy to Japan(STP)	18 Sep-2 Oct	15 persons (IETC)	10 persons (Training)			
-Exhibition Management	27 Oct-9 Nov	23 persons (NAFED:20 IETC:3)	10 persons (RETPC:5 Makassar)			
-Mini Resource Center Management	16 Feb-2 Mar	11 persons (NAFED:7 IETC:4)	5 persons			
-Web Design	2 Mar-15 Mar	8 persons (NAFED:3 IETC:3)	1 person			
Training						
C/P Training in Japan						
-Client Server System Designer	13 May-17 Sep	1 person				
-Trade Promotion	24 Nov-18 Dec		2 persons			
FY2003						
Short-Term Expert						
-Quality Control for Food Industry(STP)	23 Feb-5 Mar	13 persons (IETC)		42 persons (Training)		
Long-Term Expert						
-NAFED Study Meeting	Jul 2003-Mar 2004	Implemented 12 times				
Training						
C/P Training in Japan						
-IT Division Manager	26 Aug-8 Nov	1 person				
-Trade Promotion	24 Oct-22 Nov			2 persons	2 persons	
-JICA-Net Training	31 Mar-10 Apr	3 persons(IETC)	1 person			
Country Focus Trainign						
-Marketing for Export Promotion	11 Jan-14 Feb		10 persons (Private:7 Gov:3)			
The Third Country Trainign Program						
-Technical Exchange Program in Malaysia	4 May-10 May	2 persons(IETC)	2 persons	2 persons	2 persons	
FY2004						
Short-Term Expert						
-Exhibition Management	24 May-3 Jun	14 persons(NAFED)		17 persons	13 persons	
-Quality Control for Food Industry (STP)	23 Aug-3 Sep	18 persons(NAFED)	36 persons		34 persons	
-Mini Resource Center Management	26 Sep-8 Oct	8 persons (NAFED:6 IETC:2)		6 persons	6 persons	
-Export Marketing(STP)	27 Feb-10 Mar	25 persons (IETC:5 persons)			24 persons	48 persons
Long-Term Expert						
-NAFED Study Meeting	Apr 2004-Jun 2004	Implemented 7 times				
-NAFED Meeting for Export Promotion	Jan 2005	Implemented 1 time				
Training						
C/P Training in Japan						
-Web Application Server System Designer	21 Sep-18 Mar	1 person				
-Export Promotion	8 Nov-30 Nov					2 persons
Country Focus Trainign						
-Marketing for Export Promotion	10 Oct-12 Nov			18 persons (Private:14		
FY2005(Plan)						
Short-Term Expert						
-Supporting Coordinator	18 Apr-15 Jul	O(NAFED/IETC)	○	○	○	○
-Effective Management for Distance Learning	17 Aug-30 Aug	C(IETC)	○	○	○	○
-Exhibition Management	27 Jul-10 Aug	O(NAFED)				○
-Round Training for Trade Promotion (Food Processing Industry)	7 Jul-21 Oct	O(NAFED)	○	○	○	○
-IT Management	25 Jul-12 Aug	O(NAFED)				
-Library Management	12 Sep-23 Sep	O(NAFED/IETC)	○	○	○	○
-Workshop for Trade Promotion	Nov (3 weeks)		○	○	○	○
Long-Term Expert						
-NAFED Meeting for Export Promotion						
Training						
C/P Training in Japan						
-Marketing for Export	Oct (1 month)	2 persons(NAFED)			9 persons (Private:7 Gov:2)	9 persons (Private:7 Gov:2)
-Computer (Database Specialist for E-Government)	9 Aug-23 Dec (4.5 months)	1 person				
-Trade Promotion	Nov (1 month)		1 person	1 person	1 person	1 person
Country Focus Training						
-Marketing for Export Promotion	1 month from the beginning of Oct				10 persons (Private:7 Gov:3)	10 persons (Private:7 Gov:3)

List of JICA Provided Equipment (IT Equipment)

Date : 28 June 2005

		IETC	Surabaya	Medan	Makassar	Banjarmasin
	Fiscal Year of Purchase	FY2002	FY2002	FY 2003	FY2003	FY2004
No.	Item	Quantity	Quantity	Quantity	Quantity	Quantity
1	File Server	1	1	1	1	1
2	Firewall	1	1	1	1	1
3	PC for Digital Contents Development	4	2	2	2	2
4	PC for Library Management	—	1	1	1	1
5	PC for Information Retrieval in Library	—	1	1	1	1
6	PC for Training	—	20	21	21	21
7	Digital Video Camera	1	1	1	1	1
8	Digital Still Camera	—	1	1	1	1
9	DV Video Player	1	1	1	1	1
10	Headphone with Microphone	4	22	21	21	21
11	Color Ink-Jet Printer	2	1	1	1	1
12	Network Laser Printer (B/W)	1	2	2	2	2
13	Scanner	1	1	1	1	1
14	CD-R Automatic Duplicator	1	—	—	—	—
15	Notebook PC for Presentation	1	1	1	1	1
16	LCD Projector	1	1	1	1	1
17	Document Camera	—	1	1	1	1
18	ISDN Dial up Router	1	1	1	1	1
19	LAN Cable	1 set	1 set	1 set	1 set	1 set
20	Switching HUB	2	1	1	1	1
21	HUB	1	2	3	3	5
22	UPS	6	26	20	20	20
23	OHP Screen	—	1	1	1	1
24	White Board	—	4	4	4	4
25	Photocopy Machine	—	1	1	1	1
26	Vision Mixer	1	—	—	—	—
27	Balanced Audio Intercom System Master Stations	1	—	—	—	—
28	Headset Station	5	—	—	—	—
29	Headsets	5	—	—	—	—

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List of Attendants

Japanese Side

- | | |
|-----------------------------|--|
| 1. Mid Term Evaluation Team | |
| Mr. Tsutomu NAGAE | Leader |
| Mr. Eiichi NAGATA | Technical Transfer Planning |
| Mr. Jun SAOTOME | Cooperation Planning |
| 2. RETPCs Project | |
| Mr. Toshio ASAKURA | Chief Advisor |
| Mr. Shoji KOHMURA | JICA Expert (Marketing for Export Promotion) |
| Mr. Akihiko MORINAGA | Project Coordinator |
| Mr. Soichi YOSHIJIMA | Assistant Project Coordinator |
| 3. JICA Indonesia Office | |
| Mr. Nobuhiko HANAZATO | Deputy Resident Representative |
| Mr. Toru HOMMA | Assistant Resident Representative |
| 4. Embassy of Japan | |
| Mr. Michihiro KISHIMOTO | First Secretary |
| Mr. Hitoshi KIRIBE | Second Secretary |
| 5. JETRO Jakarta Center | |
| Mr. Kosuke IMASHIMIZU | President Director |
| Mr. Takehide TERANISHI | Vice President Director |
| Mr. Takehiko FURUKAWA | Senior Director |
| Mr. Yutaka HASHIMOTO | Senior Director |
| 6. AOTS | |
| Mr. Hideaki OTANI | General Manager |
| 7. JICA Experts of MOIT | |
| Mr. Chisui KUROKAWA | Dirjen for Industry for SMEs |
| Mr. Shinobu UMEDA | JICA Expert, BKPM |

Indonesian side

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|---|---|
| 1. National Agency for Export Development (NAFED) | |
| Ms. Diah Maulida | Acting Chairperson of NAFED |
| Mr. Rhenald Kasali | Special Staff of Minister for Export Development |
| Mr. Erfandi Tabrani | Previous as Secretary of NAFED |
| Mr. Rahayubudi | Director of Center for Export Information and Service |
| Mr. Sahala Aritionang | Head of Administration Subdivision |
| Mr. Ari Satria | Head of Cooperation Subdivision |
| Mr. Ikhwan Aman | Head Information Services and Export Training Subdivision |
| 2. Indonesia Export Training Center (IETC) | |
| Mr. Nursal Baharuddin | Director of IETC |
| Ms. Susijanti | Head of Evaluation and Reporting Section |
| Mr. Maulani | Head of Promotion and Cooperation Section |
| Ms. Chandrini M. Dewi | Head of Education and Training Program Section |
| Ms. Utari Kurnianingsih | Instructor |
| 3. East Java Province | |
| Mr. Saiful Jassan | Head of RETPC |

Ms. Ninik Margirini	Manager of Training Division
Ms. Ika Rahmita	Manager of Promotion & Information Division
Ms. Soekarsih	Manager of Administration Division
Mr. Hamid Pelu	Vice Manager of Training Division
Mr. Agung Priyono	Staff of Training Division
Mr. Sinu Hardinanto	Staff of Training Division
Mr. Eka Setya Budi	Vice Manager of Promotion & Information Division
Ms. Dwi Ari Puspita	Staff of Promotion & Information Division
Ms. Elok Syafirda	Staff of Promotion & Information Division
Mr. Yani Hermawan	Staff of Promotion & Information Division
Mr. Widi Suhardi	Staff of Administration Division
Ms. Muliono	Staff of Administration Division
Mr. Maksun	Staff of Administration Division
Ms. Cora Handayani	Staff of Administration Division
Ms. Liri Idham	Sub Division of Foreign Trade, DINAS
Mr. Muchtada	Sub Division of Program, DINAS
Mr. Tjatur Etka	Bengkel Kriya Daun
Mr. Wirjanto Liem	MMI
Mr. Hery Susanto	Kwc Dybe Ury
Mr. Ahmad Soleman	Bappeprop
Mr. Syamsul Bachrun	BEI Surabaya
Mr. Wakib	Eka Silver
Mr. Agus	Twin Kei
Mrs. Bambang Budi	Hanny's Craft
Mr. HM. Kholil	UD Mebel Lin
Ms. Ratih S	Smart Wooden
Mr. Ir. B. Yuwono	PT. Terang Abadi Jaya
Ms. Chrisna Narulita	Laska Art Design
Mr. Kiki Dwi N	Dinas Industry & Trade
Mr. Musta'an	Gresik
Mr. Sigit	BPDE
Ms. Riyani	Shei Luv'y
Mr. Tian Srebainhu	Tian Handicraft
Ms. Dessy S	CV Sabar
Mr. Putu Andhani AR	Putu Art
Ms. Liliek Noer	Afiti Multikarya
Ms. Noviana S	Hoggy Art Glass
Mr. Andi T	Cakrawala
Ms. Yunik Ag	CV Wahana Jati Persada
Ms. Khoirul Alim	CV. Yalani
Mr. Jabar	UD. Jabar

(Advisory Committee)

Mr. Djojok S	Director of Nice Center
Mr. Shahpura	Chairperson of Association for Handicraft
Mr. Chilman S	Indonesian Furniture Industry and Handicraft Association, East Java
Mr. Dhidhi T Wiyono	Head of Division of Foreign Trade, Dinas

4. North Sumatera Province

Mr. Wawan Sudarmawan	Head of RETPC
Mr. Fitra Kurnia	Vice Head of RETPC
Mr. Budi Handoko	Manager of Training Division
Mr. Parlindungan Lubis	Manager of Administration Division
Ms. Maria Anesia Situmorang	Manager of Promotion & Information Division
Mr. Irsan	Vice Manager of Promotion & Information Division
Mr. Tengku Indovina	Staff of Administration Division
Ms. Tanti Juliana	Staff of Administration Division
Mr. Azrai Ridho Hanafiah	Vice Manager of Training Division
Mr. Zainaluddin	Vice Manager of Administration Division
Ms. Juniarti Pakpahan	Staff of Training Division
Ms. Leni Muhandianty	Staff of Training Division

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Mr. Hasnuddin Hulu	Staff of Administration Division
Ms. Deliana	Staff of Administration Division
Ms. Lisbeth Yulita Sirait	Staff of Administration Division
Mr. Abubakar Neza Alfin	Staff of Administration Division
Mr. Misbah	Dinas Industry & Trade
Ms. Bharaty	Dinas Industry & Trade
Mr. Hendy IS	Dinas Industry & Trade
Ms. Leny Muhardiany Nasution	Staff of Training Division
Mr. Drs. Khairul Mahali	Head of Cooperation of KADIN Medan
Ms. Suriana	PT. Chitra Kalpika Mas
Ms. Djuliah Gani	PT. Gaya Sentosa Lestari
Mr. H. Daniel. N	Dinas Industry & Trade
Mr. Handri AS	Multi Mineral
Ms. Betty Yuriko	Sekar Bumi Asri
Mr. Muktizar	PT. Flora Sawita Chemindo
Ms. Arni Triana	PT. Flora Sawita Chemindo
Mr. Suyono Hussein	AEKI
Mr. Esra Sinaga	Dinas Cooperation & SMEs
Ms. Elisabet	Dinas Cooperation & SMEs
Ms. Ratna Amenawati	Dinas Cooperation & SMEs
Mr. Tjahjono DW	Sri Sultan Furniture
Mr. Azmir	PT. Hutama Agung Mandiri
6. South Sulawesi Province	
Mr. M. Sidik Salam	Head of Dinas Industry and Trade
Ms. Handaya Retno	Head of RETPC
Ms. Sri Kuswahyuni Hidayati	Manager of Training Division
Mr. Andy Ruswar	Manager of Promotion & Information Division
Ms. Megawati	Manager of Administration Division
Mr. Andi Arief Siping	Vice Manager of Training Division
Mr. Hayun Nur	Vice Manager of Promotion & Information Division
Ms. Ratna Manadaya	Staff of Promotion & Information Division
Ms. Andy Nurhaety	Staff of Promotion & Information Division
Mr. Sila	Staff of Promotion & Information Division
Ms. Ina Syamsina	Staff of Administration Division
Mr. Sugiharto	Staff of Administration Division
7 South Kalimantan Province	
Mr. Rustam Effendi	Head of RETPC
Mr. Achmad Mochtar	Manager of Training Division
Mr. Affan Renaldi	Manager of Promotion & Information Division
Ms. Rini Setiasih	Manager of Administration Division
Ms. Riana Hilda	Vice Manager of Training Division
Mr. Murniansyah	Staff of Training Division
Mr. Nurfuansyah	Vice Manager of Promotion & Information Division
Mr. Muhammad Rumaini	Staff of Promotion & Information Division
Mr. Rijani	Staff of Administration Division
Ms. Dina Mahrita	Staff of Administration Division
Mr. Mochtar Riadi	Dinas Industry Trade & Cooperation for SMEs Kab. Rantau
Mr. Sahid Fachrozi	PT. Pelindo III
Mr. Sobit M	PT. Pelindo III
Mr. Handrianto	PT. Tamatan Vega
Ms. Siti	CV. Muftida Collection
Ms. Asma Saharani	CV. Muftida Collection
Mr. Basuki Rahmat	PT. Basuki Rahmat mebel
Mr. Majid Samad	CV. Majid Samad
Mr. Yusuf Gunawan	PT. Anugrah Abadi
Mr. Sudaryo	PT. Perkebunan Nusantara III, Wood Division
Mr. Edi Purnomo	PT. Perkebunan Nusantara III, Wood Division
Mr. Handi Haryanto	CV Insia
Mr. Hasan yuniar	GAKINDA, Prov. KaltengSel
Mr. Sutrisno	PT Bahtera Adiguna

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