

## 付属資料-1 評価調査結果要約表

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評価調査結果要約表

I. 案件の概要		
国名:	インドネシア共和国	案件名: 地方貿易研修・振興センタープロジェクト
分野:	民間セクター開発 - 貿易・投資促進	援助形態: 技術協力プロジェクト
所轄部署:	経済開発部 第一グループ(経済政策・民間セクター) 貿易・投資・観光チーム	協力金額(評価時点): 386,281 千円
		相手国実施機関: 商業省輸出振興庁(NAFED)
協力期間	(R/D): 2002年2月	日本側協力機関: JICA、JETRO、AOTS
	4年間(2002.7 - 2006.6)	他の関連協力: JICA-Net プロジェクト実施促進研修、アグリビジネス中小企業支援に関する国別特設研修、「インドネシア国電気系ポリテクニク教員養成計画プロジェクト」、シニア海外ボランティア派遣

1 協力の背景と概要

インドネシア国は 1997 年の経済危機後の経済再生のために、非石油・ガス部門の輸出競争力強化と、企業数・雇用割合の面で産業の中で高い比率を占める中小企業の振興を重要視している。輸出振興と中小企業振興は、2001～2004 年のインドネシア国家開発計画 (PROPENAS) においても重点プログラムとして位置づけられている。この政策に対する支援の一環として、JICA はこれまでインドネシア貿易研修センター (IETC) を実施機関として、「貿易研修センター協力事業」(フェーズ 1、1988～1993 年) による貿易研修、商業日本語、輸出検査、展示研修の 4 分野における協力を行ってきた。さらに「貿易セクター人材育成計画」(フェーズ 2、1997～2002 年) による貿易研修プログラムの企画・運営能力向上のための協力を行ってきた。これらの協力は高く評価されているが、ジャカルタ以外の地方からの参加者は限られている。そこで近年地方分権化を進めているインドネシア国政府は、地方都市数カ所(その後スラバヤ、メダン、マカッサル、バンジャルマシン)の4ヶ所に設立)に「地方貿易研修・振興センター (RETPC)」を設立し、これまでの IETC での成果を地方に展開することを目的とした技術協力プロジェクトを要請してきた。こうした経緯に基づき、2002 年 7 月より、IETC の上部機関である商業省輸出振興庁 (NAFED) をカウンターパート(以下 C/P)機関として、「モデルとなる RETPC が各地方の中小企業に対して貿易研修、貿易情報、及び貿易振興サービスを提供すること」をプロジェクト目標と設定した 4 年間の協力を実施しており、現在、3 名の日本人長期専門家(チーフアドバイザー、貿易振興のためのマーケティング、業務調整)を派遣中である。これまでの間には、上記長期専門家の他に、展示場、図書館、IT の短期専門家の他、インドネシア国の主要産業である、加工食品、家具、ハンドイクラフトの専門家も派遣し、分野毎の中小企業に対して直接セミナー及び個別のコンサルテーションを実施した。また、専門家派遣に加え、RETPC 職員、民間企業を本邦で研修し、輸出振興能力向上を図った。

2 協力内容

(1) 上位目標:

RETPC 設立地域の中小企業の輸出を促進する。

(2) プロジェクト目標:

モデル RETPC(スラバヤ、メダン、マカッサル、バンジャルマシン)が、貿易研修・貿易情報/振興サービスを地域の中小企業に提供する。

- 各 RETPC の正式名称は RETPC 東ジャワ州、RETPC 北スマトラ州、RETPC 南スラウェシ州、RETPC 南カリマンタン州である。

(3) アウトプット:

- 1) 各 RETPC において、貿易研修・情報/振興サービスを提供するためのプロジェクト運営実施体制が、プロジェクト・チーム(NAFED/IETC から 7 名の管理 C/P、NAFED/IETC からそれぞれ 14 人ずつ技術 C/P が配置されている)との協力により、確立される。
- 2) RETPC の C/P が貿易研修サービスの運営・管理に習熟する。
- 3) RETPC 及びプロジェクト・チームの C/P が、貿易研修サービスのための IT 利用(遠隔研修を含む)に習熟する。
- 4) RETPC 及びプロジェクト・チームの C/P が、貿易情報・振興サービス(常設展示、ミニ・リソース・センター、及びオフライン情報発信)の運営・管理に習熟する。
- 5) RETPC 及びプロジェクト・チームの C/P が貿易情報・振興サービスにおける IT 利用(バーチャル見本市、ウェブ上のビジネス・マッチング等)に習熟する。
- 6) プロジェクト・チームの C/P が RETPC の能力形成プログラムを他地域で繰り返すためのノウハウを獲得する。

<b>(4) 投入(評価時点)</b>			
日本側:			
長期専門家派遣	5名	研修員受入	本邦研修 65名(C/P22、中小企業・州政府関係者 41) 第三国研修 8名
短期専門家派遣	17名	機材供与	72,790千円
		ローカルコスト	31,092千円
相手国側:			
カウンターパート配置	中央政府 35名 州政府 52名	ローカルコスト負担	中央政府 11,653百万ルピア 州政府 8,610百万ルピア

## II. 評価調査団員の概要

調査者	団長/総括 永江勉 JICA 経済開発部 第一グループ 貿易・投資・観光チーム長 貿易振興評価 長田榮一 日本貿易振興機構(JETRO)貿易開発部 主幹 貿易研修評価 三田昌孝 財団法人太平洋人材交流センター専務理事 評価管理 五月女淳 JICA 経済開発部 第一グループ 貿易・投資・観光チーム 評価分析 広内靖世 株式会社国際開発アソシエイツ
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調査期間	2006年2月21日～2006年3月10日	評価の種類: 終了時評価
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## III. 評価結果の概要

### 1. 実績の確認

#### (1) アウトプット

- 1) 評価時点で RETPC4ヶ所に合計 55名の C/P(プロジェクト・チームから3名を含む)が配置されている。2005年度(「イ」国会計年度)の州政府予算は合計 1,801百万ルピアで、RETPCの自己収入は合計 170百万ルピアであった。また、プロジェクト・チームに対しては月例活動報告書を提出しており、プロジェクト・チームと全 RETPCの参加する会議が年2回行われている。
- 2) RETPCの研修コース・プランナー(研修部の C/P)への研修は、2003年12月に5日間実施された。中小企業の研修ニーズ調査は、RETPCがソーシャライゼーション・ワークショップを開いたときに質問票を通して行われている。またこの質問票を通じて、研修部の C/Pと研修講師は研修評価のために会合を行っている。RETPCは研修教材を地域の事情を考慮に入れて作成している。コース・プランナーのための2タイプの研修プログラム(「コース管理」と「コース内容」)は合計38回実施された。中小企業に対する対面研修プログラムは2005年末までに合計73回行われた。トピックには輸出手続き、品質管理、市場情報等が含まれる。
- 3) RETPC及びプロジェクト・チームの C/P合計36名が、研修サービス用 IT機器の操作・保守の研修を受けた。RETPCにおいて、2種類の研修プログラムが中小企業に提供された(遠隔研修合計21回、PCを利用したインターネット研修合計22回)。遠隔研修のトピック数は延べ39である。研修用 IT機材のマニュアルは、業者提供の操作・保守マニュアル(インドネシア語)があるほか、遠隔研修のための操作技術マニュアル(インドネシア語)が作成された。
- 4) RETPCとプロジェクト・チームの C/P合計23名が貿易情報の作成・普及の訓練を受け、31名がミニ・リソース・センター(ミニ図書館)管理の訓練を受けた。機材の操作・保守マニュアル、及びミニ・リソース・センター(ミニ図書館)のマニュアルは作られている。機材(ミニ図書館用 PC)の利用頻度は毎就業日で、保守状況は良好。新規書籍、雑誌、ニュースレター、刊行物のリストは各 RETPCで作成されている。
- 5) RETPCとプロジェクト・チームの C/P合計22名が貿易情報・振興サービスのための IT操作・保守の訓練を受けている。RETPCは、NAFEDの HPにリンクされた自身の HPを通して ITを利用した情報・振興サービスを中小企業に提供している。HP管理のためのマニュアルが策定されている。
- 6) 「RETPCの管理体制」のマニュアルは策定済み。他地域に RETPCを設立するためのマニュアルは、プロジェクト終了までに策定する予定である。プロジェクト・チームのすべての C/Pは、OJTにより、RETPCの能力形成プログラムを他地域で繰り返すための訓練を受けている。

#### (2) プロジェクト目標

研修分野では、2005年末までに、中小企業からの受講者 2,999人が RETPCの貿易研修を受けている。研修を利用した中小企業の22.5%が研修目的で再び RETPCを利用している。貿易情報分野では、毎日平均295の利用者が NAFEDの HPにアクセスしている。貿易振興分野では、半年に278社の中小企業がバーチャル見本市に参加し、半年に59社の中小企業が RETPCの常設展示(ミニ・ディスプレイ)に参加している。自立発展性という点では、RETPCの総歳入に占める州政府予算の割合は、2005年度末(インドネシア会計年度)において、東ジャワ州で10.3%、北スマトラ州3.2%、南スラウェシ州14.8%、南カリマンタン州9.3%であった。

### (3) 上位目標

上位目標レベルのインパクトが既にある程度見受けられ、RETPEC の提供するサービスは既に、中小企業の輸出振興に貢献し始めていることが確認された。実際に輸出に成功した事例も出現している。

### (4) 投入計画と実行

質問票・インタビューの結果及び各 RETPEC の活動記録から判断すると、各アウトプットはほぼ達成されている。日本側の投入は計画通りで、その質・量・タイミングは全体的に適切であった。インドネシア側の投入も全体的に計画通りであり、タイミング・質・量はほぼ適切であった。一部の地域で投入などの遅れが見られたが、日本側・インドネシア側双方の努力により、アウトプットの達成に大きな負の影響をもたらすことにはならなかった。

## 2. 5 項目評価

### (1) 妥当性

インドネシア国において、中小企業は企業数・雇用割合の面で非石油・ガス産業の中で高い比率を占め中小企業振興及び輸出振興は 2005～2009 年のインドネシア国の国家開発計画、及び「ODA 大綱」・「対インドネシア国別援助計画(2004 年)」において重要視されている。輸出振興を担う NAFED 及び輸出を実際に行う中小企業等の人材育成を実施する IETC の組織的ニーズにも合致している。本プロジェクトの妥当性は高いと言える。

### (2) 有効性

RETPEC の全てのモデルは中小企業へのサービスを既に提供しており、指標についてもその実績は計画値を既に達成している。東ジャワ州、北スマトラ州、及び南スラウェシ州の RETPEC (2002 年 9 月、2004 年 4 月、及び 2004 年 6 月設立)においては、州政府(DINAS)の C/P は、プロジェクト・チームから必要な支援を受けながら、彼ら自身で活動を行っている。2005 年 2 月に設立された RETPEC 南カリマンタン州では、プロジェクト・チームの技術 C/P の全面的支援を受けながら活動を実施している。また、各アウトプットのプロジェクト目標の達成に十分貢献している。プロジェクト目標の順調な達成度合い、及び各アウトプットのプロジェクト目標の貢献度から、有効性は確保されたといえる。

### (3) 効率性

日本側の投入は計画通りで、その質・量・タイミングは全体的に適切であった。インドネシア側の投入も全体的に計画通りであり、タイミング・質・量はほぼ適切であった。ただし、東ジャワ州以外の 3 州では、州政府による RETPEC 建物・施設の整備が、手続き及び建物改修の遅延によって遅れた。北スマトラの場合は、2004 年度と 2005 年度(インドネシアの会計年度)の予算執行が遅れた。これらの遅れは、日本側・インドネシア側双方の努力により、アウトプットの達成に大きな負の影響をもたらすことにはならなかった。

### (4) インパクト

中小企業への質問票及びインタビュー結果によれば、上位目標レベルのインパクトが既にある程度見受けられ、RETPEC の提供するサービスは既に、中小企業の輸出振興に貢献し始めていることが確認された。多くの中小企業は RETPEC の研修で得た知識・技術等をビジネスに適用しており、一部の中小企業は外国・地元バイヤーとコンタクトを取り始め、既にサンプルを送っている。実際に輸出に成功した事例も徐々に出現してきている(インド・ヤサイ社等)。また、RETPEC の同窓生はネットワークを形成し、マーケット情報を共有し、RETPEC から得た知識を広めている。

### (5) 自立発展性

自立発展性は、財政面で UPTD ステータス<sup>1</sup>の取得による予算確保と自己収入の獲得が今後期待され、技術面においても NAFED/IETC の継続的支援を含めて中小企業へのサービス向上が期待できる。総合的に自立発展性の見込みは高いと考えられる。

財政面では、RETPEC が UPTD のステータスを取得すれば州政府からの予算確保、また貿易サービスの提供が可能となり自己収入を得ることができるようになる。州政府は UPTD ステータスの重要性を理解し、州知事と議会に UPTD 取得のプロポーザルを提出する計画を有しており、取得の見込みは高いと考えられる。

技術面では、NAFED 及び IETC は、関連活動を自ら運営管理し、RETPEC に技術移転をするための十分な能力を身につけた。RETPEC の多くの地域では、州政府からの C/P の技術能力は徐々に向上してきた。技術 C/P が引き上げて以降、彼らは活動を自分たちで計画・実施・モニタリング・評価してきた。プロジェクト終了後、RETPEC は IT 機材を保守するための予算及び技術能力不足などの課題を抱えているが、一部地域では中小企業へのサービスを NAFED/IETC からのサポートをほぼ受けずに提供できる見込みである。今後もまた NAFED と IETC からの継続的

<sup>1</sup> UPTD(Unit Pelaksana Teknis Daerah)とは州政府認定の地方技術実施ユニットのことを示す。UPTD 取得することで、RETPEC は州政府傘下機関として貿易サービスを提供し自己収入を獲得でき、将来的に独立運営が可能となる。

支援と RETPC 内の良好なコミュニケーションが必要であり、実際に NAFED/IETC は RETPC の活動を支援する職員的能力強化を計画しており、継続的支援が見込まれる。

### 3. 効果発現に貢献した要因

#### (1) 計画内容に関すること

NAFED は非石油製品の輸出発展のための活動を調整・実施するための機関であり、IETC は NAFED 傘下の貿易研修の実施機関である。プロジェクトは、ターゲット受益者が同じ(=中小企業)である両者の活動が十分連携されるようにデザインされており、相乗効果をもたらされている。また、RETPC レベルでは、研修及び情報/振興機能が一つ屋根の下に設置されており、地域の中小企業に対し、統合的サービスを提供する大きな機会となっている。

#### (2) 実施プロセスに関すること

- ・プロジェクト内部、及びプロジェクトと州政府(DINAS)の円滑なコミュニケーション。

プロジェクトチーム内の円滑なコミュニケーションは、RETPC 設立にかかるサポート体制構築に貢献してきた。

中央政府から派遣された技術 C/P と州政府 C/P との間で円滑なコミュニケーションを実現し、技術 C/P が中央政府に戻った RETPC では、追加的なサポートを得るため、引き続き連絡をとっている。

- ・プロジェクト内部モニタリング体制の確立。

プロジェクトチームは NAFED において毎週会合を開いている。これらの会合は、活動計画の全体的な進捗を議論するなど、プロジェクト進展管理に貢献してきた。

### 4. 問題点及び問題を惹起した要因

アウトプットの指標は一部さらに整理し見直す必要があったことから、プロジェクト・チーム及び評価調査団により同見直しを行い、PDM 策定時に意図していた判断基準を明確にすることで、十分な評価を実施することができた。

### 5. 結論

本プロジェクトは、順調に目標を達成する見込みであり、計画通り、2006 年 6 月に終了する。

### 6. 提言

上記の評価結果より、以下の提言を行う。

#### a. 中小企業へのサービス向上

各々の地域の中小企業の現状に合ったサービス提供を行うために、定期的にニーズ調査を行い、常に最新のニーズを把握し事業を検討していく必要がある。また、インドネシア国や各地域のリソースを活かし、中小企業輸出振興の知見を持つ機関や講師などを活用していく必要がある。さらに成果を出すために、モニタリングとフォローアップが求められる。

#### b. NAFED/IETC の継続的支援体制の確立と UPTD ステータスの取得

RETPC の自立発展を促すためにも中央政府、特に NAFED/IETC からの継続的な協力が必要となる。NAFED/IETC は RETPC 支援のための予算確保はできるとのことであるため、恒常的にバックアップできるような体制を構築することが中央政府に必要である。一方で、自己収入確保のために UPTD ステータスの取得が急務である。

#### c. RETPC 及び NAFED/IETC における IT 機材保守のための予算確保と C/P 能力向上

IT 機器の操作・保守費の予算不足であり、十分な予算が措置される必要がある。また、RETPC/NAFED の職員で機材操作の技術を十分に有していない者もあり、研修やインドネシア語のマニュアルなどが必要である。

### 7. 本プロジェクトからの教訓

#### (1) 地方分権化における中央政府と州政府の協力のあり方

州政府の強いリーダーシップと中央政府のきめ細かい支援との融合は、プロジェクトを成功へと導く。本プロジェクトで、州政府は土地、建物の設備、RETPC のスタッフ及び活動経費を負担し、中央政府は RETPC 支援要員の派遣、活動経費等の一部負担を行なった。両政府の密接な協力関係の下、プロジェクト運営が行われたことが、本プロジェクト成功の大きな要因であった。

#### (2) 貿易研修サービスと貿易情報・振興サービスの統合の有効性

多くの国々で地方分権化が推進されている中で、地方に RETPC のように貿易研修サービスと貿易振興サービスの二つのサービスを統合し、相乗効果を生み出すサービスを実施する政府機関は稀であり、このプロジェクトから学ぶべき点が多いと思われる。

以上

付属資料-2 M/M



評価調査結果要約表

I. 案件の概要		
国名:	インドネシア共和国	案件名: 地方貿易研修・振興センタープロジェクト
分野:	民間セクター開発－貿易・投資促進	援助形態: 技術協力プロジェクト
所轄部署:	経済開発部 第一グループ(経済政策・民間セクター) 貿易・投資・観光チーム	協力金額(評価時点): 386,281 千円
		相手国実施機関: 商業省輸出振興庁(NAFED)
協力期間	(R/D): 2002年2月	日本側協力機関: JICA、JETRO、AOTS
	4年間(2002.7－2006.6)	他の関連協力: JICA-Net プロジェクト実施促進研修、アグリビジネス中小企業支援に関する国別特設研修、「インドネシア国電気系ポリテクニク教員養成計画プロジェクト」、シニア海外ボランティア派遣

1 協力の背景と概要

インドネシア国は 1997 年の経済危機後の経済再生のために、非石油・ガス部門の輸出競争力強化と、企業数・雇用割合の面で産業の中で高い比率を占める中小企業の振興を重要視している。輸出振興と中小企業振興は、2001～2004 年のインドネシア国家開発計画(PROPENAS)においても重点プログラムとして位置づけられている。この政策に対する支援の一環として、JICA はこれまでインドネシア貿易研修センター(IETC)を実施機関として、「貿易研修センター協力事業」(フェーズ 1、1988～1993 年)による貿易研修、商業日本語、輸出検査、展示研修の 4 分野における協力を行ってきた。さらに「貿易セクター人材育成計画」(フェーズ 2、1997～2002 年)による貿易研修プログラムの企画・運営能力向上のための協力を行ってきた。これらの協力は高く評価されているが、ジャカルタ以外の地方からの参加者は限られている。そこで近年地方分権化を進めているインドネシア国政府は、地方都市数カ所(その後スラバヤ、メダン、マカッサル、バンジャルマシン)の4ヶ所に設立した「地方貿易研修・振興センター(RETPC)」を設立し、これまでの IETC での成果を地方に展開することを目的とした技術協力プロジェクトを要請してきた。こうした経緯に基づき、2002 年 7 月より、IETC の上部機関である商業省輸出振興庁(NAFED)をカウンターパート(以下 C/P)機関として、「モデルとなる RETPC が各地方の中小企業に対して貿易研修、貿易情報、及び貿易振興サービスを提供すること」をプロジェクト目標と設定した 4 年間の協力を実施しており、現在、3 名の日本人長期専門家(チーフアドバイザー、貿易振興のためのマーケティング、業務調整)を派遣中である。これまでの間には、上記長期専門家の他に、展示場、図書館、IT の短期専門家の他、インドネシア国の主要産業である、加工食品、家具、ハンドイクラフトの専門家も派遣し、分野毎の中小企業に対して直接セミナー及び個別のコンサルテーションを実施した。また、専門家派遣に加え、RETPC 職員、民間企業を本邦で研修し、輸出振興能力向上を図った。

2 協力内容

(1) 上位目標:

RETPC 設立地域の中小企業の輸出を促進する。

(2) プロジェクト目標:

モデル RETPC(スラバヤ、メダン、マカッサル、バンジャルマシン)が、貿易研修・貿易情報/振興サービスを地域の中小企業に提供する。

- 各 RETPC の正式名称は RETPC 東ジャワ州、RETPC 北スマトラ州、RETPC 南スラウェシ州、RETPC 南カリマンタン州である。

(3) アウトプット:

- 1) 各 RETPC において、貿易研修・情報/振興サービスを提供するためのプロジェクト運営実施体制が、プロジェクト・チーム(NAFED/IETC から 7 名の管理 C/P、NAFED/IETC からそれぞれ 14 人ずつ技術 C/P が配置されている)との協力により、確立される。
- 2) RETPC の C/P が貿易研修サービスの運営・管理に習熟する。
- 3) RETPC 及びプロジェクト・チームの C/P が、貿易研修サービスのための IT 利用(遠隔研修を含む)に習熟する。
- 4) RETPC 及びプロジェクト・チームの C/P が、貿易情報・振興サービス(常設展示、ミニ・リソース・センター、及びオフライン情報発信)の運営・管理に習熟する。
- 5) RETPC 及びプロジェクト・チームの C/P が貿易情報・振興サービスにおける IT 利用(バーチャル見本市、ウェブ上のビジネス・マッチング等)に習熟する。
- 6) プロジェクト・チームの C/P が RETPC の能力形成プログラムを他地域で繰り返すためのノウハウを獲得する。

<b>(4) 投入(評価時点)</b>			
日本側:			
長期専門家派遣	5名	研修員受入	本邦研修 65名(C/P22、中小企業・州政府関係者 41) 第三国研修 8名
短期専門家派遣	17名	機材供与	72,790千円
		ローカルコスト	31,092千円
相手国側:			
カウンターパート配置	中央政府 35名 州政府 52名	ローカルコスト負担	中央政府 11,653百万ルピア 州政府 8,610百万ルピア

## II. 評価調査団員の概要

調査者	団長/総括 永江勉 JICA 経済開発部 第一グループ 貿易・投資・観光チーム長 貿易振興評価 長田榮一 日本貿易振興機構(JETRO)貿易開発部 主幹 貿易研修評価 三田昌孝 財団法人太平洋人材交流センター専務理事 評価管理 五月女淳 JICA 経済開発部 第一グループ 貿易・投資・観光チーム 評価分析 広内靖世 株式会社国際開発アソシエイツ
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調査期間	2006年2月21日～2006年3月10日	評価の種類: 終了時評価
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## III. 評価結果の概要

### 1. 実績の確認

#### (1) アウトプット

- 1) 評価時点で RETPC4ヶ所に合計 55名の C/P(プロジェクト・チームから3名を含む)が配置されている。2005年度(「イ」国会計年度)の州政府予算は合計 1,801百万ルピアで、RETPCの自己収入は合計 170百万ルピアであった。また、プロジェクト・チームに対しては月例活動報告書を提出しており、プロジェクト・チームと全 RETPCの参加する会議が年2回行われている。
- 2) RETPCの研修コース・プランナー(研修部の C/P)への研修は、2003年12月に5日間実施された。中小企業の研修ニーズ調査は、RETPCがソーシャライゼーション・ワークショップを開いたときに質問票を通して行われている。またこの質問票を通じて、研修部の C/Pと研修講師は研修評価のために会合を行っている。RETPCは研修教材を地域の事情を考慮に入れて作成している。コース・プランナーのための2タイプの研修プログラム(「コース管理」と「コース内容」)は合計38回実施された。中小企業に対する対面研修プログラムは2005年末までに合計73回行われた。トピックには輸出手続き、品質管理、市場情報等が含まれる。
- 3) RETPC及びプロジェクト・チームの C/P合計36名が、研修サービス用 IT機器の操作・保守の研修を受けた。RETPCにおいて、2種類の研修プログラムが中小企業に提供された(遠隔研修合計21回、PCを利用したインターネット研修合計22回)。遠隔研修のトピック数は延べ39である。研修用 IT機材のマニュアルは、業者提供の操作・保守マニュアル(インドネシア語)があるほか、遠隔研修のための操作技術マニュアル(インドネシア語)が作成された。
- 4) RETPCとプロジェクト・チームの C/P合計23名が貿易情報の作成・普及の訓練を受け、31名がミニ・リソース・センター(ミニ図書館)管理の訓練を受けた。機材の操作・保守マニュアル、及びミニ・リソース・センター(ミニ図書館)のマニュアルは作られている。機材(ミニ図書館用 PC)の利用頻度は毎就業日で、保守状況は良好。新規書籍、雑誌、ニュースレター、刊行物のリストは各 RETPCで作成されている。
- 5) RETPCとプロジェクト・チームの C/P合計22名が貿易情報・振興サービスのための IT操作・保守の訓練を受けている。RETPCは、NAFEDの HPにリンクされた自身の HPを通して ITを利用した情報・振興サービスを中小企業に提供している。HP管理のためのマニュアルが策定されている。
- 6) 「RETPCの管理体制」のマニュアルは策定済み。他地域に RETPCを設立するためのマニュアルは、プロジェクト終了までに策定する予定である。プロジェクト・チームのすべての C/Pは、OJTにより、RETPCの能力形成プログラムを他地域で繰り返すための訓練を受けている。

#### (2) プロジェクト目標

研修分野では、2005年末までに、中小企業からの受講者 2,999人が RETPCの貿易研修を受けている。研修を利用した中小企業の22.5%が研修目的で再び RETPCを利用している。貿易情報分野では、毎日平均295の利用者が NAFEDの HPにアクセスしている。貿易振興分野では、半年に278社の中小企業がバーチャル見本市に参加し、半年に59社の中小企業が RETPCの常設展示(ミニ・ディスプレイ)に参加している。自立発展性という点では、RETPCの総歳入に占める州政府予算の割合は、2005年度末(インドネシア会計年度)において、東ジャワ州で10.3%、北スマトラ州3.2%、南スラウェシ州14.8%、南カリマンタン州9.3%であった。



### (3) 上位目標

上位目標レベルのインパクトが既にある程度見受けられ、RETPEC の提供するサービスは既に、中小企業の輸出振興に貢献し始めていることが確認された。実際に輸出に成功した事例も出現している。

### (4) 投入計画と実行

質問票・インタビューの結果及び各 RETPEC の活動記録から判断すると、各アウトプットはほぼ達成されている。日本側の投入は計画通りで、その質・量・タイミングは全体的に適切であった。インドネシア側の投入も全体的に計画通りであり、タイミング・質・量はほぼ適切であった。一部の地域で投入などの遅れが見られたが、日本側・インドネシア側双方の努力により、アウトプットの達成に大きな負の影響をもたらすことにはならなかった。

## 2. 5 項目評価

### (1) 妥当性

インドネシア国において、中小企業は企業数・雇用割合の面で非石油・ガス産業の中で高い比率を占め中小企業振興及び輸出振興は 2005～2009 年のインドネシア国の国家開発計画、及び「ODA 大綱」・「対インドネシア国別援助計画(2004 年)」において重要視されている。輸出振興を担う NAFED 及び輸出を実際に行う中小企業等の人材育成を実施する IETC の組織的ニーズにも合致している。本プロジェクトの妥当性は高いと言える。

### (2) 有効性

RETPEC の全てのモデルは中小企業へのサービスを既に提供しており、指標についてもその実績は計画値を既に達成している。東ジャワ州、北スマトラ州、及び南スラウェシ州の RETPEC (2002 年 9 月、2004 年 4 月、及び 2004 年 6 月設立) においては、州政府(DINAS)の C/P は、プロジェクト・チームから必要な支援を受けながら、彼ら自身で活動を行っている。2005 年 2 月に設立された RETPEC 南カリマンタン州では、プロジェクト・チームの技術 C/P の全面的支援を受けながら活動を実施している。また、各アウトプットのプロジェクト目標の達成に十分貢献している。プロジェクト目標の順調な達成度合い、及び各アウトプットのプロジェクト目標の貢献度から、有効性は確保されたといえる。

### (3) 効率性

日本側の投入は計画通りで、その質・量・タイミングは全体的に適切であった。インドネシア側の投入も全体的に計画通りであり、タイミング・質・量はほぼ適切であった。ただし、東ジャワ州以外の 3 州では、州政府による RETPEC 建物・施設の整備が、手続き及び建物改修の遅延によって遅れた。北スマトラの場合は、2004 年度と 2005 年度(インドネシアの会計年度)の予算執行が遅れた。これらの遅れは、日本側・インドネシア側双方の努力により、アウトプットの達成に大きな負の影響をもたらすことにはならなかった。

### (4) インパクト

中小企業への質問票及びインタビュー結果によれば、上位目標レベルのインパクトが既にある程度見受けられ、RETPEC の提供するサービスは既に、中小企業の輸出振興に貢献し始めていることが確認された。多くの中小企業は RETPEC の研修で得た知識・技術等をビジネスに適用しており、一部の中小企業は外国・地元バイヤーとコンタクトを取り始め、既にサンプルを送っている。実際に輸出に成功した事例も徐々に出現してきている(インド・ヤサイ社等)。また、RETPEC の同窓生はネットワークを形成し、マーケット情報を共有し、RETPEC から得た知識を広めている。

### (5) 自立発展性

自立発展性は、財政面で UPTD ステータス<sup>1</sup>の取得による予算確保と自己収入の獲得が今後期待され、技術面においても NAFED/IETC の継続的支援を含めて中小企業へのサービス向上が期待できる。総合的に自立発展性の見込みは高いと考えられる。

財政面では、RETPEC が UPTD のステータスを取得すれば州政府からの予算確保、また貿易サービスの提供が可能となり自己収入を得ることができるようになる。州政府は UPTD ステータスの重要性を理解し、州知事と議会に UPTD 取得のプロポーザルを提出する計画を有しており、取得の見込みは高いと考えられる。

技術面では、NAFED 及び IETC は、関連活動を自ら運営管理し、RETPEC に技術移転をするための十分な能力を身につけた。RETPEC の多くの地域では、州政府からの C/P の技術能力は徐々に向上してきた。技術 C/P が引き上げて以降、彼らは活動を自分たちで計画・実施・モニタリング・評価してきた。プロジェクト終了後、RETPEC は IT 機材を保守するための予算及び技術能力不足などの課題を抱えているが、一部地域では中小企業へのサービスを NAFED/IETC からのサポートをほぼ受けずに提供できる見込みである。今後もまた NAFED と IETC からの継続的

<sup>1</sup> UPTD(Unit Pelaksana Teknis Daerah)とは州政府認定の地方技術実施ユニットのことを示す。UPTD 取得することで、RETPEC は州政府傘下機関として貿易サービスを提供し自己収入を獲得でき、将来的に独立運営が可能となる。

支援と RETPC 内の良好なコミュニケーションが必要であり、実際に NAFED/IETC は RETPC の活動を支援する職員的能力強化を計画しており、継続的支援が見込まれる。

### 3. 効果発現に貢献した要因

#### (1) 計画内容に関すること

NAFED は非石油製品の輸出発展のための活動を調整・実施するための機関であり、IETC は NAFED 傘下の貿易研修の実施機関である。プロジェクトは、ターゲット受益者が同じ(=中小企業)である両者の活動が十分連携されるようにデザインされており、相乗効果をもたらされている。また、RETPC レベルでは、研修及び情報/振興機能が一つ屋根の下に設置されており、地域の中小企業に対し、統合的サービスを提供する大きな機会となっている。

#### (2) 実施プロセスに関すること

- ・プロジェクト内部、及びプロジェクトと州政府(DINAS)の円滑なコミュニケーション。

プロジェクトチーム内の円滑なコミュニケーションは、RETPC 設立にかかるサポート体制構築に貢献してきた。

中央政府から派遣された技術 C/P と州政府 C/P との間で円滑なコミュニケーションを実現し、技術 C/P が中央政府に戻った RETPC では、追加的なサポートを得るため、引き続き連絡をとっている。

- ・プロジェクト内部モニタリング体制の確立。

プロジェクトチームは NAFED において毎週会合を開いている。これらの会合は、活動計画の全体的な進捗を議論するなど、プロジェクト進展管理に貢献してきた。

### 4. 問題点及び問題を惹起した要因

アウトプットの指標は一部さらに整理し見直す必要があったことから、プロジェクト・チーム及び評価調査団により同見直しを行い、PDM 策定時に意図していた判断基準を明確にすることで、十分な評価を実施することができた。

### 5. 結論

本プロジェクトは、順調に目標を達成する見込みであり、計画通り、2006 年 6 月に終了する。

### 6. 提言

上記の評価結果より、以下の提言を行う。

#### a. 中小企業へのサービス向上

各々の地域の中小企業の現状に合ったサービス提供を行うために、定期的にニーズ調査を行い、常に最新のニーズを把握し事業を検討していく必要がある。また、インドネシア国や各地域のリソースを活かし、中小企業輸出振興の知見を持つ機関や講師などを活用していく必要がある。さらに成果を出すために、モニタリングとフォローアップが求められる。

#### b. NAFED/IETC の継続的支援体制の確立と UPTD ステータスの取得

RETPC の自立発展を促すためにも中央政府、特に NAFED/IETC からの継続的な協力が必要となる。NAFED/IETC は RETPC 支援のための予算確保はできるとのことであるため、恒常的にバックアップできるような体制を構築することが中央政府に必要である。一方で、自己収入確保のために UPTD ステータスの取得が急務である。

#### c. RETPC 及び NAFED/IETC における IT 機材保守のための予算確保と C/P 能力向上

IT 機器の操作・保守費の予算不足であり、十分な予算が措置される必要がある。また、RETPC/NAFED の職員で機材操作の技術を十分に有していない者もあり、研修やインドネシア語のマニュアルなどが必要である。

### 7. 本プロジェクトからの教訓

#### (1) 地方分権化における中央政府と州政府の協力のあり方

州政府の強いリーダーシップと中央政府のきめ細かい支援との融合は、プロジェクトを成功へと導く。本プロジェクトで、州政府は土地、建物の設備、RETPC のスタッフ及び活動経費を負担し、中央政府は RETPC 支援要員の派遣、活動経費等の一部負担を行なった。両政府の密接な協力関係の下、プロジェクト運営が行われたことが、本プロジェクト成功の大きな要因であった。

#### (2) 貿易研修サービスと貿易情報・振興サービスの統合の有効性

多くの国々で地方分権化が推進されている中で、地方に RETPC のように貿易研修サービスと貿易振興サービスの二つのサービスを統合し、相乗効果を生み出すサービスを実施する政府機関は稀であり、このプロジェクトから学ぶべき点が多いと思われる。

以上



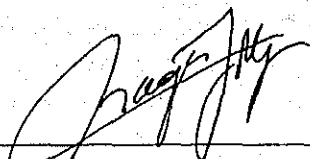
MINUTES OF MEETINGS  
BETWEEN THE JOINT FINAL EVALUATION TEAM  
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE REPUBLIC OF INDONESIA  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT FOR ESTABLISHMENT AND CAPACITY BUILDING OF  
REGIONAL EXPORT TRAINING AND PROMOTION CENTERS

The Japanese Final Evaluation Team organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Tsutomu Nagae and the Indonesian Final Evaluation Team organized by the Indonesian Authorities, headed by Ms. Ratna Djuwita formed a joint final evaluation team (hereinafter referred to as "JET") to conduct the evaluation from 21 February to 10 March, 2006 for the purpose of verifying and analyzing the accomplishments based on the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability) in order to make recommendations on the Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers (hereinafter referred to as "the Project") regarding measures to be taken for the remaining period as well as for the post-project period.

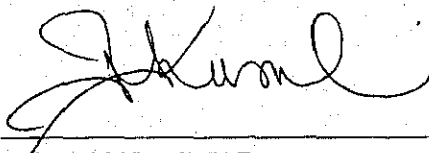
During its stay in Indonesia, JET had a series of discussions and exchanged views with the authorities concerned of the Government of Republic of Indonesia after interviews with provincial governments and small and medium size enterprises (hereinafter referred to as "SMEs") where Regional Export Training 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 the evaluation of the Project.

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

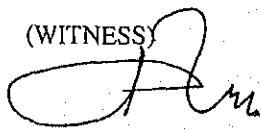
Jakarta, March 8, 2006



Mr. Nagae Tsutomu  
Leader  
Japanese Final Evaluation Team  
Japan International Cooperation Agency  
Japan



Rhenald Kasali, PhD.  
National Agency For Export Development  
Ministry of Trade  
Republic of Indonesia

(WITNESS)  


Ms. Ratna Djuwita  
Leader  
Indonesian Final Evaluation Team



**REPORT OF THE JOINT FINAL EVALUATION**  
**ON**  
**THE PROJECT FOR ESTABLISHMENT AND CAPACITY BUILDING OF**  
**REGIONAL EXPORT TRAINING AND PROMOTION CENTERS (RETPCs)**  
**OF THE REPUBLIC OF INDONESIA**

**1. Introduction**

**1.1 Objectives of the Evaluation**

The evaluation activities were performed with the following objectives:

- (1) To verify the accomplishments of the Project compared to those planned;
- (2) To identify obstacles and/or facilitating factors that have affected the implementation process;
- (3) To analyze the Project in terms of the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability); and
- (4) To make recommendations on the Project regarding the measures to be taken for the remaining period as well as for the post-project period.

**1.2 Members of the Joint Evaluation Team**

(1) The Japanese Team

(a) Mr. Tsutomu Nagae (Team Leader)

Director, Trade, Investment and Tourism Team, Group I, Economic Development Department, Japan International Cooperation Agency (JICA)

(b) Mr. Eiichi Nagata (Trade Promotion)

Director, Trade and Economic Cooperation Department, Japan External Trade Organization (JETRO)

(c) Mr. Masataka Sanda (Trade Training)

Senior Managing Director, Pacific Resource Exchange Center (PREX)

(d) Mr. Jun Saotome (Cooperation Planning)

Trade, Investment and Tourism Team, Group I, Economic Development Department, JICA

(e) Ms. Yasuyo Hirouchi (Evaluation Analysis)

Permanent Expert, International Development Associates Ltd.

(2) The Indonesian Team

(a) Ms. Ratna Djuwita (Team Leader/Trade Promotion)

Former Head of Indonesia Export Training Center (IETC)

Chairman of Jakarta Region, Indonesian Association of Craftsman Society Regional Management Board

(b) Ms. Susijanti (Trade Training)

Former Head of Evaluation and Reporting Section, IETC

### 1.3 Schedule of the Evaluation Study

The JET was formed on 22 February, 2006. The JET conducted a series of interviews with Japanese experts and Indonesian counterpart personnel (hereinafter referred to as "C/P") at NAFED and IETC in Jakarta on 22 and 23 February, and C/P at RETPCs in Medan, Makassar, Surabaya, and Banjarmasin from 24 February to 2 March. The JET also conducted a field observation in Sidikalang, North Sumatera Province, on 25 February. Based on the results, the JET prepared a draft report, and finalized it through a series of discussions on 3 and 6 March.

## 2. Outline of the Project

### 2.1 Background of the Project

Since the Economic Crisis in 1997, Indonesia has been undertaking political and economic reforms. In order to earn foreign exchanges, control inflation, safeguard the country's balance of payment, and revitalize the economy, it is important to strengthen export competitiveness of industries in the non-oil and gas sector. Particularly attention has been drawn to promotion of Small and Medium Enterprises (SMEs) that account for a good proportion in terms of the number of enterprises and employment opportunities. PROPENAS (National Development Plan: 2001~2004) prepared in November 2000 places its importance on the SME promotion program and export promotion.

Over the year, JICA extended a series of technical assistance to IETC (Indonesia Export Training Center) as part of the assistance programs for export promotion of SMEs. As the IETC building was constructed in 1989 under Japanese grant aid, JICA extended a "Project-Type Technical Cooperation for the Indonesia Export Training Center (Phase 1)" from September 1988 to September 1993, covering the areas such as export training, business Japanese language, inspection and quality control, and exhibition. After the completion of the first phase, the follow-up cooperation was extended from January 1994 to September 1995. From March 1997 to February 2001, "The Project on Human Resource Development in Trade Sectors (Phase 2)" was carried out in order for IETC to formulate and devise training program. After the completion of the second phase, the follow-up cooperation was implemented to improve the capacities of instructors for export training at IETC. (The projects above received "JICA Award" in October 2004 for its successful achievement and sustainability)

Through the above cooperation programs, the capacity of IETC, as an implementing center for export training, has been strengthened, and services provided by IETC have been highly commended by the business sectors. However, the geographical distribution of participants to training courses is skewed to Jakarta and its proximity. While Indonesia has been proceeding with the decentralization of authorities to provincial and district governments, the

Indonesian government planned to establish Regional Export Training and Promotion Centers (RETPCs) at major cities in regions in order to transfer technologies acquired by IETC. For the establishment and capacity building of RETPCs, the Indonesian government has requested the Japanese government to extend a new project-type technical cooperation. Based on the request, JICA conducted preparatory studies, which revealed the high demand for trade promotion and information services among SMEs as well as for the export training. Through series of discussions, JICA and the Indonesian authorities concerned reached common understandings concerning the matter referred to the Project Document prepared by the Preparatory Study Team, and both sides signed the Record of Discussions and Minutes of Meeting in February 2002, which the Project commenced in July 2002.

## **2.2 Summary of the Project**

According to the Project Design Matrix (PDM) modified in June 2005 (i.e. PDM ver.1), the Project Purpose is "Model RETPCs (in Surabaya, Medan, Makassar, and Banjarmasin) provide export training, trade information and promotion services to SMEs in the respective regions". The Overall Goal of the Project is "Promote the export of SMEs in the regions where RETPCs are established". The Outputs are (1) "Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team", (2) "C/P at RETPCs are skilled in managing export training services", (3) "C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for export training services", (4) "C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information)", (5) "C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services (such as virtual exhibition and business matching on the web site)", (6) "C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions".

## **3. Methodology of Evaluation**

### **3.1 Review of the PDM**

Before starting the evaluation, JET reviewed the PDM (ver.1) and agreed to add some footnotes to make some of the descriptions of the PDM clearer for the purpose of evaluation. The PDM with additional footnotes (i.e. PDM for evaluation or PDMe) is attached as Annex.1.

### **3.2 Data Collection Method and Analysis**

#### **3.1.1 Data Collection Method**

JET made interviews with the Indonesian C/P and the Japanese experts engaged in the



Project. JET also collected information through questionnaires from the concerned personnel, including SMEs and DINAS.

### **3.1.2 Items of Analyses**

#### **(1) Accomplishment of the Project**

Accomplishment of the Project was measured in terms of the Inputs, the Outputs and the Project Purpose in comparison with the Objectively Verifiable Indicators of the PDM as well as the plan delineated in the R/D.

#### **(2) Implementation Process**

Implementation process of the Project was reviewed to see if the Activities have been implemented according to the schedule, and to see if the Project has been managed properly as well as to identify obstacles and/or facilitating factors that have affected the implementation process.

#### **(3) Evaluation based on the Five Evaluation Criteria**

##### **(a) Relevance**

Relevance of the Project was reviewed to see the validity of the Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of Indonesia and Japan.

##### **(b) Effectiveness**

Effectiveness was analyzed by evaluating the extent to which the Project has achieved and contributed to the beneficiaries.

##### **(c) Efficiency**

Efficiency of the Project implementation was analyzed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.

##### **(d) Impacts**

Impacts of the Project were forecasted by referring to positive and negative impacts caused by the Project.

##### **(e) Sustainability**

Sustainability of the Project was forecasted in institutional, financial and technical aspects by examining the extent to which the achievement of the Project would be sustained and/or expanded after the Project is completed.

## **4. Summary of Accomplishment and Implementation Process of the Project**

### **4.1 Accomplishment of the Project (Details are described in Annex 3-a)**

As for the Project Purpose, targets for all the Objectively Verifiable Indicators have been satisfied. In the field of training, around 3,000 participants from SMEs received

export training at RETPCs by the end of year 2005. More than 15% of SMEs that sent their staff to RETPCs for training have utilized RETPCs once again for the training purpose. In the field of trade information, more than 120 users made access to the homepage of NAFED on a daily basis. In the field of trade promotion, more than 150 SMEs/6 months participated in virtual exhibitions, and more than 50 SMEs/6 months on average have participated in permanent exhibitions (i.e. Mini-display) at RETPCs. From a view point of sustainability, share of total revenue in RETPC's budget from Provincial Government for the Indonesian fiscal year 2005 was more than 8% in East Java, more than 3% in North Sumatera, South Sulawesi, and South Kalimantan. Regarding the accomplishment of Outputs and Inputs, please see Annex 3.

#### **4.2 Implementation Process** (Details are described in Annex 3-b and Annex 4)

Preparation for establishment of RETPCs in Medan (North Sumatera), Makassar (South Sulawesi), and Banjarmasin (South Kalimantan) was seriously delayed, compared with the schedule delineated in the initial Plan of Operations (PO) (ver.0). Responding to the situation, the PO was modified in January 2004. Inauguration of these RETPCs was mostly on schedule as per the modified PO (ver. 1). Due to the delay in establishment, the period of assistance for these RETPCs has become shorter than originally envisaged. In the case of RETPC South Kalimantan, which was established in February 2005, the period of assistance covered by the Project has become one year and four months.

### **5. Summary of Evaluation based on the Five Evaluation Criteria**

#### **5.1 Relevance** (Details are described in Section 1 of Annex 5)

In order to revitalize the economy after the Economic Crisis in 1997, Indonesian government paid special attention on strengthening export competitiveness of industries in the non-oil and gas sector. Since SMEs account for a good proportion in terms of number and employment opportunities, PROPENAS (refer to 2.1) places its special attention to the promotion of SMEs and promotion of export, the Overall Goal ("Promote the export of SMEs in the regions where RETPCs are established") is relevant with the needs of Indonesia. The Project Purpose ("Model RETPCs (in Surabaya, Medan, Makassar, and Banjarmasin) provide export training, trade information and promotion services to SMEs in the respective regions") is relevant with the needs of the target groups (i.e. model RETPCs, SMEs that plan to start or expand export business in the regions, IETC, and NAFED).

The Overall Goal and the Project Purpose are also consistent with ODA policies of Japan, where the latest "Country Assistance Plan to Indonesia" (2004), identifies promotion of SMEs to be one of the major priority issues.

## 5.2 Effectiveness (Details are described in Section 2 of Annex 5)

All of the model RETPCs have started to provide the services to SMEs. As for RETPC East Java, North Sumatera, and South Sulawesi, which were inaugurated in September 2002, April 2004, and June 2004 respectively, the C/P from the Provincial Governments have started to run the activities independently with necessary support from the Project Team. Judging from the results for the Objectively Verifiable Indicators, the Project Purpose has been fully achieved. As for RETPC South Kalimantan, which was inaugurated in February 2005, the C/P from the Provincial Government still receives full support from the technical C/P in running the activities.

## 5.3 Efficiency (Details are described in Section 3 of Annex 5)

From the result of the interviews, questionnaires, and reviewing the record of activities of REPTCs, achievements of the Outputs are mostly on schedule. Most of the C/P from the Provincial Governments have already acquired basic skills.

The Inputs from Japanese side (Experts, Training in Japan, Equipment) were on schedule according to the annual plans, and most of quantity and quality of the inputs were appropriate. However, some C/P felt the duration for some of the short-term experts were too short to absorb.

Inputs from Indonesian side were overall on schedule and most of quantity and quality of the Inputs were appropriate. However, provision of the building and facilities by three Provincial Governments except East Java was delayed mainly because of delay in administrative procedure and renovation of the buildings, as well as disbursement of the budget from Provincial Government of North Sumatera was also delayed for the fiscal year of 2004 and 2005 which affected the activities of RETPC North Sumatera.

REPTCs have had coordination with other international projects implemented by JICA, AOTS (Association of Overseas Technical Scholarship), AusAID (Australian Agency for International Development), NMCP (Netherlands Management Cooperation Programme), ITC (The International Trade Center), Australian Business Volunteers, Swiss Import Promotion Program, etc. RETPCs also have a close coordination with the activities of DINAS.

## 5.4 Impacts (Details are described in Section 4 of Annex 5)

There are difficulties in assessing the impact at the Overall Goal level since the promoting the exports of SMEs cannot be achieved in a short term. However, the services provided by the RETPCs have started to contribute in promoting the export of SMEs in the respective regions to some extent. For example, some SMEs have started to make contact with the foreign and local buyers sending samples of their products, but very few have started exporting their products abroad.

Alumni of RETPCs have created network among themselves in sharing market information and distributing new knowledge acquired from REPTC.

#### **5.5 Sustainability (Details are described in Section 5 of Annex 5)**

Obtaining "Unit Pelaksana Teknis Daerah (UPTD)" status is indispensable for the organizational stability of REPTC. Since all the Heads of DINAS understand the importance of the status and have plans to propose to the governor and the local parliament, institutional sustainability is expected. At the same time, it is expected that staff of NAFED/IETC and DINAS at RETPCs trained through the Project will remain in the position relevant to export training, information and promotion services after the end of the Project. Both NAFED and IETC have enough capacity to manage the relevant activities by themselves as well as enough knowledge to transfer their skills to RETPC after the end of the Project. Financial sustainability is also secured if RETPCs obtain UPTD status.

However, both NAFED and RETPCs suffer from lack of budget and lack of trained staff to maintain the IT equipments.

### **6. Conclusion**

As described above, the Outputs of the Project are mostly or almost achieved, and the achievement level of the Project Purpose is satisfied. Therefore, by end of the project on June 30, 2006, it is expected that the Project will fully accomplish its purpose. However, the Overall Goal cannot be comprehensively evaluated upon the termination of the Project, since realization of export promotion of SMEs requires a long-term process.

As for the five evaluation criteria: 1)the relevance of the Project is endorsed by the Indonesian national policy and the Japanese ODA policy, 2)the effectiveness is assured by the steady achievement of the Project Purpose as well as the contribution of the Outputs to the Project Purpose, 3)the Project is considered to be mostly efficient as the Project overcame the constraints of Inputs, 4)some direct positive impacts have been already observed without any observed or foreseeable negative impacts, and 5)the forecasted sustainability will depend on strong commitment of DINAS, continuous support from NAFED/IETC, appropriate and beneficial service provided to the SMEs, and self-financing to their own activities.

### **7. Recommendations and Lessons**

#### **7.1 Recommendations**

Based on the result of foregoing evaluation, JET proposes following recommendations to the RETPCs and the Project Team for each RETPC to be sustained and further enhanced.

**(1) For the Remaining Period**

**<Overall>**

**(a) Completion of Manuals/checklists for Establishment of new RETPC**

Since the Project started, a lot of activities have been carried out for their establishment. These experiences should be compiled in the form of manuals/checklists to be utilized for the establishment of new RETPC which would be expected to be introduced in the other regions.

**(b) Establishment of Network Among the four RETPCs and NAFED/IETC**

The experiences accumulated during the process of establishment of RETPCs could be applied each other for further enhancement of their capacity. Establishment of functional network among the four RETPCs and NAFED/IETC would assist to share their experiences and is expected to be introduced as soon as possible.

**(c) Needs Survey for each RETPCs Activities**

The purpose of RETPC is principally to provide services which would be beneficial for the exporting activities of SMEs in respective region. Needs survey should be conducted to identify the most essential issues to meet their requirements.

**(d) Make Best Use of Advisory Committee**

Advisory Committee members are representing the various industries and organizations concerned which possess a clear view for SMEs export promotion activities. Close communication should be maintained to receive their advices for the effective operation of RETPC for their further enhancement.

**(e) Utilization of Local Instructors**

In order that the training contents reflect the local requirement and to reduce the training cost as well, it would be important to recruit the instructors in the region for implementation of training courses.

**(f) Budget and Capacity of Staff for Maintenance of IT Equipment**

Since the maintenance of IT equipments provided in each RETPCs during the project period needs certain level of techniques, each RETPC should prepare the necessary amount of budget for the maintenance cost ( for repair, purchasing spare parts, etc) and also IT staff should be further trained for easy maintenance work.

**(g) Improvement of the Quality of Service for acquiring UPTD Status**

In order to acquire the UPTD status, it would be essential for RETPC to be recognized as a professional organization for export promotion of SMEs in the province by related people in

the local government by improving their quality of service and by presenting successful result, which will be appreciated by SMEs in the region.

**(h) Follow-up and Monitoring**

In order to identify the effectiveness of the services provided by RETPC, RETPC should monitor the performance of service recipients. Results derived from monitoring process would be reflected to improve the activities of RETPC.

**<Trade Training>**

- (a) RETPCs should concentrate in carrying out the planned training program till the end of the Project. However, RETPC South Kalimantan should develop and design some additional training courses because the existing training program for this year is not appropriate enough for local requirements. Additional training courses should cover some technical aspects for production such as quality control, improvement and development of local entrepreneurs, in addition to the existing training courses. Capacity development in production process will be indispensable for strengthening the competitiveness of local product in the world market.
- (b) RETPCs should cooperate closely with members of Advisory Committee and local practitioner/instructors to develop and improve the curriculum to be more practical based on the needs of SMEs in respective region.
- (c) RETPC should strengthen communication with not only with the private sector, especially Business Associations, but also with district government to provide training programs which respond to their needs.

**<Trade Promotion>**

(Mini-Display)

- (a) RETPC should consider more frequent rotation of the displayed product in order to attract more buyers.
- (b) RETPC should maximize the data and photo of the product by posting information on the catalogue or website.
- (c) RETPC should invite new participants by introducing success stories from the present participants.
- (d) In order to increase number of potential buyers, REPTC should accelerate socialization activities both domestic and foreign countries in cooperation with NAFED, foreign Embassy and other promotion institution.

(Mini Library)

- (a) RETPC should conduct needs survey to respond to the demand of the users of Mini library. For example, survey conducted in this evaluation process, JET found that many SMEs are in need of product design related books and materials.

(Inquiry)

- (a) In order to respond the inquiry from SMEs accurately and precisely, JET recommends RETPC to utilize JETRO's TTPP (Trade Tie-up Promotion Program) business matching system through internet.

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## **(2) For the Post-Project Period**

### **<Overall>**

#### **(a) UPTD Status**

In order to make RETPC's function sustainable to continuously support SMEs in conducting export business, DINAS may play an important role to recommend the local parliament to provide UPTD status to RETPC. The most important matter to become UPTD is that RETPC should be recognized as a reliable organization in conducting both trade training and export promotion and present the successful practice in export business after utilizing RETPC services.

#### **(b) Cooperation with NAFED/IETC**

For keeping up the sustainability of RETPC to provide continuous support to SMEs in export, NAFED and IETC should cooperate and work closely with RETPC to strengthen the capacity of RETPC staff.

#### **(c) OJT in Private Company**

In order to make RETPC's activities sustainable, RETPC should introduce a new scheme for staff training to broaden their view. "On the job training" in the private companies for managerial staff would be an effective manner for such training to strengthen RETPC services.

#### **(d) General Technical Meeting**

For the further development of the RETPC, general technical meeting organized by NAFED/IETC should be conducted annually to clarify the actual needs of RETPC and to share the experience in supporting SMEs in export which will be strengthen each function of RETPC, IETC, and NAFED in export development.

#### **(e) Utilization of Alumni Network**

Related with the activities of RETPC Project, huge alumni network has been established covering whole area of Indonesia. It is a role of RETPC to maintain these network activities and RETPC could gather useful information and ideas on trade promotion for the improvement of RETPC activities.

#### **(f) Product Development**

It might be out of scope of the original role of RETPCs to conduct skill/technical training for SMEs, however, based on the result of observation by JET in each region, some of the local firms are still in need of improvement of their product quality to adapt the requirement of



customers, implementation of some support for production skill improvement should be taken into consideration. RETPC should be in the position to organize to implement more practical skill training courses for various types of production skill such as furniture, handicraft, etc. through cooperating with related technical institutions in the region.

#### <Trade Training>

- (a) Each RETPC should diversify their training courses according to the needs of the local SMEs. Topics such as "Import Regulation of Overseas Markets", "TQM (Total Quality Management)" should be included in one of training services for further diversification of training.
- (b) In order to optimize the effectiveness of Distance Learning Training Course in connecting with the foreign institutions or instructors concerned, appropriate interpretation is recommended, therefore, RETPC should secure the proper interpreter or train its staff for that purpose.
- (c) RETPC should cooperate with IETC, which is a focal point in conducting the JICA-Net training, to receive Distance Learning Training from abroad.
- (d) IETC should conduct TOT training to develop and improve local instructors.

#### <Trade Promotion>

- (a) RETPC should have a strategy to identify the market to be targeted based on the characteristics of products in the region and focus its assistance appropriate to the targeted market requirements. In order to formulate such strategy, RETPC should set up some workable mechanism to collect information on foreign market in cooperation with Advisory Committee Members, DINAS, KADIN, NAFED (including ITPC), JETRO, and so on.
- (b) Preparation of database on exhibitors, alumni member of training courses may also be beneficial for promoting trade network.
- (c) RETPC should develop their own website to promote the local SMEs.

### **7.2 Lessons Learned**

During the process of evaluation of the Project, the following cases were found as lessons to be considered for the implementation of similar technical cooperation project in the future.

#### **(1) Cooperation between the Central Government and Provincial Government**

The result of final evaluation showed that the one of the key factors for the success of the Project is to have a close cooperation which seemed to be fostered between the Central Government (NAFED/IETC) and Provincial Government (DINAS). In the process for attaining the Project Purpose, both Governments properly discharged respective

responsibilities such like a preparation of appropriate facilities (land and building), staff and budget allocation by the Provincial Government, and the Central Government has dispatched capable staff to the RETPC and also shared the operational cost of the Project. Since it was just during the beginning process of decentralization when the Project was launched, there was no good example to be referred. However, the both Governments have overcome the difficulties expected in the process of the implementation through a trial and error process.

It can be said that the strong leadership of a provincial government and detailed support by the Central Government would lead a project in success. It is concluded that this Project can be played up as a successful case which will be able to be applied for the implementation of similar project during the process of decentralization.

**(2) Importance of linkage between production technology/skill and the trade promotion activities**

For the purpose of strengthening the export capability of SMEs, the Project was carefully designed to focus its activities on implementation of trade training and export promotion. However, in the process of the implementation of the Project in some Provinces, it was found that it would not be effective enough to provide services only from trade promotion aspect in order to promote export of SMEs. Based on the result of evaluation, it can be said that it is also important for SMEs to improve the product quality to meet with the market requirements. Especially for SMEs in rural areas, they sometimes are not aware of the importance of the product quality, which is required to be possessed in export market. In this regard, it is necessary for SMEs to improve its product quality and to have an opportunity to participate in technical/skill training for its improvement. Since RETPC is in the position to grasp the situation above, implementation of some activities on product development should be considered to be included in the scope of RETPC's activities.

When considering export promotion for SMEs, in order to attain a more successful result, RETPC's activities should have a strong linkage with enhancement of capability of production technology/skill through cooperation with related technical institutions.

**(3) Effective Integration of Export Training and Information/Promotion Service**

In the Central Government, NAFED, which is a service agency to promote export of the non-oil and gas products, and IETC, which is an implementation center for export training, coordinate well with each other to provide services to SMEs. On the other hand, RETPC institutes both training and information/promotion service under one roof to provide integrated services to SMEs in the region, bringing about synergic effects. By receiving integrated services, SMEs are expected to increase their exports and

contribute to the vitalization of the regional economy. Like Indonesia, many countries go under decentralization and it is rare to have a public service institution to provide integrated services to promote the SMEs in the region. This Project may provide other countries with a good lesson to learn in the future.

End of Document.

#### **Attachment**

- Annex 1 The latest PDM (ver. 1)
- Annex 2 The latest PO (ver. 1)
- Annex 3-a Accomplishment of the Project
- Annex 3-b Progress of the Activities
- Annex 4 Implementation Process of the Project
- Annex 5 Evaluation based on the Five Evaluation Criteria

#### **Appendix A Record of Inputs**

##### **A-1 Japanese Inputs**

- A-1a List of Japanese experts
- A-1b List of C/P trained in Japan
- A-1c List of major equipment

##### **A-2 Indonesian Inputs**

- A-2a List of C/P

#### **Appendix B Record of Outputs**

##### **B-1 Record of Training**

- B-1-a Face to face training
- B-1-b Training utilizing IT

##### **B-2 Sample of evaluation results**

##### **B-3 List of manuals, etc.**

#### **Appendix C General Information of RETPCs**

# Annex 1: Project Design Matrix (PDM) for Evaluation (based on the PDM ver.1 modified on June 28, 2005)

Project Title: Project for Establishment and Capacity Building of Regional Project Period: July 1, 2002- June 30, 2006 (4 years) 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: 4 RETPCs, SMEs that plan to start or expand export business in the regions where RETPCs are to be established, IETC and NAFED		Objective/Verifiable Indicators	Means of Verification	Important Assumption
Overall goal Promote the export of SMEs in the regions where RETPCs are established	1. Yearly development of export share against annual sales (Statistical difference among SMEs) 2. Export from the regions 3. Level of personnel as exporters/traders that have utilized the services at RETPCs and number of successful enterprises 4. No. of SMEs which applied what they learned at RETPCs to real business activities.	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	1. The SME development policy through export promotion in each province remains unchanged.	
Project purpose Model RETPCs (in Surabaya, Medan, Makassar, and Banjarmasin) <sup>1</sup> provide export training, trade information and promotion services to SMEs in the respective regions.	(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. (Trade Information) 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) <sup>2</sup> at a RETPC 2-2. 120 users make access to the homepage of NAFED on a daily basis. (Trade Promotion) 3-1. 150 SMEs/6 months participate in virtual exhibitions. 3-2. 50 SMEs/6 months on average participate in permanent exhibitions <sup>3</sup> at RETPCs. 4-1. Share of total revenue in RETPCs Budget from Provincial Government at the end of the Project. (8% in Surabaya, 3% in Medan, 3% in Makassar and 3% in Banjarmasin)	Record at RETPCs and the P.T.	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.	
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.	1-1. Number of C/P and administrative staff 1-2. Budget allocation and self-financed budget 1-3. Number of public relations (leaflets, etc.) 1-4. Number of meetings between the P.T. and RETPCs or number of reports submitted to the P.T. by RETPCs.	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	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.	

1 RETPCs in Surabaya, Medan, Makassar, and Banjarmasin are called "RETPC East Java", "RETPC North Sumatera", "RETPC South Sulawesi", and "RETPC South Kalimantan" respectively.  
 2 "(Information resources (such as a mini-resource center)" include a permanent exhibition and inquiry in addition to a mini-resource center. A "mini-resource center" is called a "Mini-library".  
 3 "(Permanent exhibition" is called "Mini-display".

<p>2. C/P at RETPCs are skilled in managing export training services</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>4. C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).</p> <p>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>2-1.Types and number of training courses where course planners have been trained</p> <p>2-2.Number of need surveys conducted and its analysis</p> <p>2-3.Types and number of training materials, manuals, lists, PERT charts, and their revised versions in consideration of regional conditions</p> <p>2-4.Types and number of training programs implemented for course planners</p> <p>2-5.Types and number of training programs provided to SMEs at RETPCs.</p> <p>2-6.Evaluation of training programs and instructors</p> <p>3-1.Number of C/P at RETPCs and the P.T. trained for operating and maintaining IT for training services.</p> <p>3-2.Types and number of training programs provided to SMEs at RETPCs by means of IT</p> <p>3-3.Number of topics for distance learning</p> <p>3-4.Evaluation results of training programs utilizing IT</p> <p>3-5.List of operation and maintenance manuals of IT equipment and facilities for training services</p> <p>3-6.Frequency of equipment usage and the condition of maintenance</p> <p>4-1.Number of C/P at RETPCs and the P.T. trained in preparing and disseminating trade information</p> <p>4-2.Number of C/P at RETPCs trained in trade information and promotion services, including management of mini-resource centers</p> <p>4-3.List of operation and maintenance manual (or instruction) of equipment for trade information and promotion services</p> <p>4-4.Frequency of equipment usage and the condition of maintenance</p> <p>4-5.Manual for mini-resource centers at RETPCs</p> <p>4-6.List of new books, magazines, newsletters, publications</p> <p>4-7.SMEs' evaluation of trade information and promotion services by RETPCs</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.</p> <p>5-2.Types of trade information and promotion services provided to SMEs at RETPCs by means of IT</p> <p>5-3 Updating of trade-related information on the NAFED homepage</p> <p>5-4.Types and number of complaints from visitors to the homepage</p> <p>5-5.List of training manuals for management of the homepage</p> <p>6-1. Preparation of manuals or check lists for replication</p>	<p>and the P.T.</p> <p>1-5. Meeting and communication records at RETPCs and the P.T.</p> <p>2-1.to 2-6 Records at RETPCs and the P.T.</p> <p>3-1.to 3-6. Records at RETPCs and the P.T.</p> <p>4-1.to 4-7. Records at RETPCs and the P.T.</p> <p>5-1.to 5-5. Records at RETPCs and the P.T.</p>
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<p>6. C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.</p>	<p>of capacity building of RETPCs in other regions 6-2. Number of C/P at the P.T. trained for replication of capacity building programs of RETPCs in other regions</p>	<p>6-1 to 6-2. Records of the P.T.</p>	<p>Important Assumption Trained C/P continue working for NAFED/IETC and RETPCs.</p>
<p><b>Activities</b> 1-1. Organize a P.T., assign C/P from NAFED and IETC, and allocate the budgets for the project. 1-2. Set-up RETPCs in Surabaya, Medan, Makassar and Banjarmasin. 1-3. Build up a close communication channel for the smooth implementation of the project. 1-4. Prepare medium and short-term management and operation plans for RETPCs, assign C/P and receive allocation of budgets for operating costs of RETPCs in accordance with the plans. 1-5. Carry out public relations of the project. 1-6. Review management and operation of RETPCs periodically and feedback review results for improvement of the export training and information/promotion services to SMEs.</p>	<p><b>Input</b> The Japanese side 1. Experts: 1-1. Long-term experts: (1) Chief advisor (2) Project Coordinator (3) Expert on Marketing for Export Promotion 1-2. Short-term experts: to be dispatched when necessity arises 2. Training in Japan (C/P from NAFED/IETC and RETPCs) 0 ~ 3 persons/year 3. Equipment 3-1. for P.T. (in IETC, Jakarta) Equipment for developing digital contents for training, on-line information and promotion 3-2. for RETPCs Equipment for conducting training, information, and promotion services</p>	<p><b>Input</b> The Indonesian Side 1. C/P Personnel: 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 2. Land and Facilities: Local governments: Land, building, facilities of RETPCs (including furniture, telephone, fax machine, etc.) 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>	<p><b>Input</b> The Indonesian Side 1. C/P Personnel: 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 2. Land and Facilities: Local governments: Land, building, facilities of RETPCs (including furniture, telephone, fax machine, etc.) 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>
<p>2-1. Transfer a set of skills and know-how for planning and management of training courses to C/P at RETPCs 2-2. Conduct training needs survey and its analysis in respective regions 2-3. Train C/P at RETPCs in planning and managing training courses based on results of the local needs analysis. 2-4. Make adjustment on existing educational contents to be used for training courses at RETPCs, based on the results of local needs survey in respective regions. 2-5. Train C/P at RETPCs for implementation of training courses.</p>	<p>3-1. Install IT equipment and facilities at RETPCs and IETC for training services. 3-2. Train C/P of RETPCs and the P.T. for operation and maintenance of the equipment and facilities. 3-3. Train C/P of the P.T. for implementation plan of training services. 3-4. Train C/P of RETPCs and the P.T. for basic techniques to develop and prepare educational contents for training services. 3-5. Assist C/P of RETPC and the P.T. in conducting training services as an on-the-job training (OJT).</p>	<p>3-1. Install IT equipment and facilities at RETPCs and IETC for training services. 3-2. Train C/P of RETPCs and the P.T. for operation and maintenance of the equipment and facilities. 3-3. Train C/P of the P.T. for implementation plan of training services. 3-4. Train C/P of RETPCs and the P.T. for basic techniques to develop and prepare educational contents for training services. 3-5. Assist C/P of RETPC and the P.T. in conducting training services as an on-the-job training (OJT).</p>	<p>3-1. Install IT equipment and facilities at RETPCs and IETC for training services. 3-2. Train C/P of RETPCs and the P.T. for operation and maintenance of the equipment and facilities. 3-3. Train C/P of the P.T. for implementation plan of training services. 3-4. Train C/P of RETPCs and the P.T. for basic techniques to develop and prepare educational contents for training services. 3-5. Assist C/P of RETPC and the P.T. in conducting training services as an on-the-job training (OJT).</p>

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

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

2

**Annex 2. Latest Plan of Operation (PO) ver.1 (modified on January 28, 2004)**  
for the Establishment and Capacity Building of Regional Export Training & Promotion Centers

Activities	Schedule																			
	CY2002				CY2003				CY2004				CY2005				CY2006			
	01	JFY2002																		
IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	
Monitoring																				
Operation of RETPCs																				
in Surabaya																				
in Medan																				
in Makassar																				
in Banjarmasin																				
1 Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team.																				
1-1 Organize the Project Team, assign C/P from NAFED AND IETC, and allocate the budgets for the Project.																				
1-2 Set-up RETPCs in Surabaya, Medan, Makassar and Banjarmasin.																				
1-3 Build up a close communication channel for the smooth implementation of the project.																				
1-4 Prepare medium and short-term management and operation plans for RETPCs, assign C/P and receive allocation of budgets for operating costs of the centers in accordance with the plans.																				
1-5 Carry out public relations of the project.																				
1-6 Review management and operation of RETPCs periodically and feedback review results for improvement of the export training and information/ promotion services to SMEs.																				
2 C/P at RETPCs are skilled in managing export training services																				
2-1 Transfer a set of skills and know-how for planning and management of training courses to C/P at RETPCs.																				
2-2 Conduct training needs survey and its analysis in respective regions.																				
2-3 Train C/P at RETPCs in planning and managing training courses based on results of the local needs analysis.																				
2-4 Make adjustment on existing educational contents to be used for training courses at RETPCs, based on the results of local needs survey in respective regions.																				
2-5 Train C/P at RETPCs for implementation of training courses.																				

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Activities	Schedule																								
	CY2002					CY2003					CY2004					CY2005					CY2006				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>3 C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for training services.</b>																									
3-1 Install IT equipment and facilities at RETPCs and IETC for training services.					Jakarta							Medan												Banjarmasin	
					Surabaya							Makassar													
3-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.					Jakarta							Medan												Banjarmasin	
					Surabaya							Makassar													
3-3 Train C/P of the Project Team for implementation plan of training services.																									
3-4 Train C/P of RETPCs and the Project Team for basic techniques to develop and prepare educational contents for training services.					Jakarta, Surabaya							Medan													
												Makassar												Banjarmasin	
3-5 Assist C/P of RETPCs and the Project Team in conducting training services as an on-the-job-training (OJT).					Jakarta, Surabaya							Medan													
												Makassar												Banjarmasin	
<b>4 C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).</b>																									
4-1 Install equipment and supplies necessary for the provision of trade information and promotion services at RETPCs and IETC.					Jakarta							Medan												Banjarmasin	
					Surabaya							Makassar													
4-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment.					Jakarta							Medan												Banjarmasin	
					Surabaya							Makassar													
4-3 Give advice to C/P of RETPCs and the Project Team on provision of trade information and promotion.					Jakarta							Medan													
					Surabaya							Makassar												Banjarmasin	
4-4 Train C/P of RETPCs and the Project Team for identification of needs of SMEs in trade information and promotion.					Jakarta							Medan													
					Surabaya							Makassar												Banjarmasin	
4-5 Train C/P of RETPCs and the Project Team for provision of trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information) in accordance with the needs of SMEs.					Jakarta							Medan													
										Surabaya		Makassar												Banjarmasin	
<b>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)</b>																									
5-1 Install IT equipment and facilities at RETPCs and IETC for trade information and promotion services.					Jakarta							Medan												Banjarmasin	
					Surabaya							Makassar													
5-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.					Jakarta							Medan												Banjarmasin	
					Surabaya							Makassar													
5-3 Train C/P of the Project Team in preparing implementing plans for trade information and promotion services.																									
5-4 Train C/P of RETPCs and the Project Team in basic techniques for trade information and promotion services (including processing and dissemination of information).					Jakarta							Medan													
					Surabaya							Makassar												Banjarmasin	
5-5 Train C/P of the Project Team for management and utilization of IT and network applications in the area of trade promotion (virtual exhibition)					Jakarta							Medan													
										Surabaya		Makassar												Banjarmasin	

Activities	Schedule																													
	CY2002						CY2003						CY2004						CY2005						CY2006					
	01	02	03	04	05	06	01	02	03	04	05	06	01	02	03	04	05	06	01	02	03	04	05	06	01	02	03	04	05	06
5-6 Assist C/P of RETPCs and the Project Team in conducting trade information and promotion services as an on-the-job training.																														
6 C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.																														
6-1 Record and document all relevant procedures for establishment of a RETPC as the project proceeds.																														
6-2 Classify procedures into general (or common) and special procedures in the light of replication to other regions.																														
6-3 Preparation of manuals or check lists for replication of Capacity building of RETPCs in other regions																														
6-4 Train C/P at the Project Team for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria.																														
6-5 Train C/P at the Project Team for preparing plans for technology transfer towards RETPCs.																														

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

Annex 3-a: Accomplishment of the Project (1/8)

PDM Item	Plan as per PDM e	Sources/ Methods	Results (as of 5 March, 2006)																														
Input	<p>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>Review of the Record of Inputs</p>	<p>1-1 Long-term experts: Since July 2002, 5 experts in total have been dispatched in the following fields: (1) Chief Advisor (3 persons); (2) Project Coordinator (1 person); and (3) Marketing for Export Promotion (1 person).</p> <p>1-2 Short-term experts: Since July 2002, 17 experts in total have been dispatched. No more short-term experts are planned to be dispatched by the end of the Project.</p> <p>Table 3a-1: Dispatch of short-term experts by the Japanese fiscal year (April-March)</p> <table border="1" data-bbox="667 472 1422 786"> <thead> <tr> <th>Fiscal Year</th> <th>Number</th> <th>Field</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>5</td> <td>IT Consultation, Export Strategy to Japan (Furniture), Exhibition Management, Mini Resource Center Management, Web Design</td> </tr> <tr> <td>2003</td> <td>1</td> <td>Quality Control for Food Industry</td> </tr> <tr> <td>2004</td> <td>4</td> <td>Exhibition Management, Quality Control for Food Industry, Mini Resource Center Management, Export Marketing (Furniture)</td> </tr> <tr> <td>2005</td> <td>7</td> <td>Supporting Coordinator, Effective Management for Distance Learning, Exhibition Management, Round Training for Trade Promotion (Food Processing Industry), IT Management, Library Management, Workshop for Trade Promotion (Handicraft)</td> </tr> </tbody> </table> <p>(For details, please see Appendix A-1a)</p>	Fiscal Year	Number	Field	2002	5	IT Consultation, Export Strategy to Japan (Furniture), Exhibition Management, Mini Resource Center Management, Web Design	2003	1	Quality Control for Food Industry	2004	4	Exhibition Management, Quality Control for Food Industry, Mini Resource Center Management, Export Marketing (Furniture)	2005	7	Supporting Coordinator, Effective Management for Distance Learning, Exhibition Management, Round Training for Trade Promotion (Food Processing Industry), IT Management, Library Management, Workshop for Trade Promotion (Handicraft)															
Fiscal Year	Number	Field																															
2002	5	IT Consultation, Export Strategy to Japan (Furniture), Exhibition Management, Mini Resource Center Management, Web Design																															
2003	1	Quality Control for Food Industry																															
2004	4	Exhibition Management, Quality Control for Food Industry, Mini Resource Center Management, Export Marketing (Furniture)																															
2005	7	Supporting Coordinator, Effective Management for Distance Learning, Exhibition Management, Round Training for Trade Promotion (Food Processing Industry), IT Management, Library Management, Workshop for Trade Promotion (Handicraft)																															
	<p>2. Training in Japan (C/P from NAFED/IETC and RETPCs) 0 ~ 3 persons/year</p>	<p>-ditto-</p>	<p>As planned, 0-5 C/P from NAFED/IETC and RETPCs / year have been trained in Japan: in total, 22 C/P have been trained.</p> <p>Table 3a-2: Number of C/P trained in Japan by the Japanese fiscal year (April-March)</p> <table border="1" data-bbox="667 954 1241 1093"> <thead> <tr> <th>Training Field</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>IT Field</td> <td>1</td> <td>1</td> <td>1</td> <td>0</td> <td>3</td> </tr> <tr> <td>Trade Promotion</td> <td>2</td> <td>4</td> <td>2</td> <td>5</td> <td>13</td> </tr> <tr> <td>Export Marketing</td> <td>0</td> <td>1(9)</td> <td>2(17)</td> <td>3(15)</td> <td>6</td> </tr> <tr> <td>Total</td> <td>3</td> <td>6</td> <td>5</td> <td>8</td> <td>22</td> </tr> </tbody> </table> <p>( ): Number of training participants who are not C/P (i.e. SMEs, officials from the provincial government, etc.)</p> <p>In addition, 8 C/P have been dispatched to Malaysia through "Technical Exchange Program in Malaysia", utilizing Japanese local activity budget</p> <p>(For details, please see Appendix A-1b)</p>	Training Field	2002	2003	2004	2005	Total	IT Field	1	1	1	0	3	Trade Promotion	2	4	2	5	13	Export Marketing	0	1(9)	2(17)	3(15)	6	Total	3	6	5	8	22
Training Field	2002	2003	2004	2005	Total																												
IT Field	1	1	1	0	3																												
Trade Promotion	2	4	2	5	13																												
Export Marketing	0	1(9)	2(17)	3(15)	6																												
Total	3	6	5	8	22																												
	<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>-ditto-</p>	<p>In total, approximately 72,790 thousand Japanese yen has been disbursed for procurement of the equipment and machinery so far. Major items include PCs, LAN, equipment for distance learning, books, etc.</p> <p>Table 3a-3: Disbursement related to the equipment by the Japanese fiscal year (April-March) Unit=Japanese thousand yen</p> <table border="1" data-bbox="667 1480 1422 1581"> <thead> <tr> <th>Fiscal Year</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>Project Team</td> <td>10,482</td> <td>0</td> <td>10,190</td> <td>6,613</td> </tr> <tr> <td>RETPC</td> <td>10,034</td> <td>23,504</td> <td>0</td> <td>11,967</td> </tr> <tr> <td>Total</td> <td>20,516</td> <td>23,504</td> <td>10,190</td> <td>18,580</td> </tr> </tbody> </table> <p>(For a list of major equipment, please see Appendix A-1c)</p>	Fiscal Year	2002	2003	2004	2005	Project Team	10,482	0	10,190	6,613	RETPC	10,034	23,504	0	11,967	Total	20,516	23,504	10,190	18,580										
Fiscal Year	2002	2003	2004	2005																													
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	<p>4. Others (local activity budget)</p>	<p>-ditto-</p>	<p>Approximately 2,335 million Rp*, which is equivalent to approximately 31,092 Japanese thousand yen, has been disbursed as local activity costs. Major items include rental fee for the equipment for distance learning,</p> <p>Table 3a-4: Provision of local activity cost by the Japanese fiscal year (April-March) Unit=Million Indonesian Rupiah</p> <table border="1" data-bbox="667 1827 1241 1899"> <thead> <tr> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>88</td> <td>656</td> <td>792</td> <td>799</td> <td>2,335</td> </tr> </tbody> </table> <p>* 1 Rp = JPY 0.01321352 JICA Exchange Rate in March 2006</p>	2002	2003	2004	2005	Total	88	656	792	799	2,335																				
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Annex 3-a: Accomplishment of the Project (2/8)

PDM Item	Plan as per PDM e	Sources/ Methods	Results (as of 5 March, 2006)																																																																																											
	<p><b>Indonesian side</b></p> <p>1. C/P Personnel:</p> <p>1-1. Administrative C/P</p> <p>1-2. Technical C/P</p> <p>(1) from NAFED:</p> <p>C/P for information, promotion and IT</p> <p>(2) from IETC:</p> <p>C/P for training management for distance learning:</p> <p>C/P for transfer of training management system to RETPCs</p> <p>C/P for curriculum development for distance learning:</p> <p>C/P for technical matters of distance learning technology</p> <p>(3) from Local governments:</p> <p>C/P at RETPCs</p>	<p>Review of the Record of Inputs</p>	<p>1-1. At present, 7 administrative C/P (i.e. managerial C/P) from NAFED/IETC are assigned as members of the Project Team: Project Director, Vice Project Director, Project Manager, Vice Project Manager, and Project Coordinators.</p> <p>1-2 (1) At present, 14 technical C/P from NAFED are assigned as members of the Project Team.</p> <p>Table 3a-5: Technical C/P from NAFED</p> <table border="1" data-bbox="598 392 1316 638"> <thead> <tr> <th></th> <th>Technical Field</th> <th>No.</th> <th>Relevant Output</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Library management</td> <td>4</td> <td>Output 4</td> </tr> <tr> <td>2</td> <td>Exhibition management</td> <td>2</td> <td>ditto</td> </tr> <tr> <td>3</td> <td>Inquiry</td> <td>2</td> <td>ditto</td> </tr> <tr> <td>4</td> <td>IT for trade and information</td> <td>6</td> <td>Output 5</td> </tr> <tr> <td>5</td> <td>Promotion and Information at RETPC (as Division Manager of RETPC South Kalimantan)</td> <td>1</td> <td>Output 4 &amp; 5</td> </tr> <tr> <td>6</td> <td>General management and technology transfer at RETPC (as Head of RETPC South Kalimantan)</td> <td>1</td> <td>Output 1</td> </tr> </tbody> </table> <p>(2) At present, 14 technical of C/P from IETC are assigned as members of the Project Team.</p> <p>Table 3a-6: Technical C/P from IETC</p> <table border="1" data-bbox="598 772 1316 1041"> <thead> <tr> <th></th> <th>Technical Field</th> <th>No.</th> <th>Relevant Output</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Training management for distance learning</td> <td>4</td> <td>Output 3</td> </tr> <tr> <td>2</td> <td>Transfer of training management system to IETC</td> <td>4</td> <td>Output 2</td> </tr> <tr> <td>3</td> <td>Curriculum development for distance learning (including other training)</td> <td>1</td> <td>Output 2 &amp; 3</td> </tr> <tr> <td>4</td> <td>Technical matters of distance learning technology</td> <td>4</td> <td>Output 3</td> </tr> <tr> <td>5</td> <td>Training, utilizing IT</td> <td>2</td> <td>Output 3</td> </tr> <tr> <td>6</td> <td>Training at RETPC (as Division Manager of RETPC South Kalimantan)</td> <td>1</td> <td>Output 2 &amp; 3</td> </tr> </tbody> </table> <p>(3) At present, 52 C/P from provincial governments are assigned at RETPCs</p> <p>Table 3a-7: Technical C/P from the Provincial Government</p> <table border="1" data-bbox="598 1142 1332 1366"> <thead> <tr> <th></th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Head</td> <td>1</td> <td>1</td> <td>1</td> <td>0</td> </tr> <tr> <td>Vice Head</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Training Div.</td> <td>4</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Info &amp; Promo Div</td> <td>5</td> <td>5</td> <td>4</td> <td>3</td> </tr> <tr> <td>Admin Div.</td> <td>5</td> <td>6</td> <td>4</td> <td>3</td> </tr> <tr> <td>Total</td> <td>15</td> <td>15</td> <td>12</td> <td>10</td> </tr> </tbody> </table>		Technical Field	No.	Relevant Output	1	Library management	4	Output 4	2	Exhibition management	2	ditto	3	Inquiry	2	ditto	4	IT for trade and information	6	Output 5	5	Promotion and Information at RETPC (as Division Manager of RETPC South Kalimantan)	1	Output 4 & 5	6	General management and technology transfer at RETPC (as Head of RETPC South Kalimantan)	1	Output 1		Technical Field	No.	Relevant Output	1	Training management for distance learning	4	Output 3	2	Transfer of training management system to IETC	4	Output 2	3	Curriculum development for distance learning (including other training)	1	Output 2 & 3	4	Technical matters of distance learning technology	4	Output 3	5	Training, utilizing IT	2	Output 3	6	Training at RETPC (as Division Manager of RETPC South Kalimantan)	1	Output 2 & 3		East Java	North Sumatera	South Sulawesi	South Kalimantan	Head	1	1	1	0	Vice Head	0	0	0	1	Training Div.	4	3	3	3	Info & Promo Div	5	5	4	3	Admin Div.	5	6	4	3	Total	15	15	12	10
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	<p>2. Land and Facilities:</p> <p>Local governments: Land, building, facilities of RETPCs (including furniture, telephone, fax machine, etc.)</p>	<p>-ditto-</p>	<p>(For more details, please see Appendix A-2a)</p> <p>Each local government has provided land, building and facilities of RETPCs. Renovation work for the building has completed before Grand Opening of RETPC by the budget of NAFED in each local Province.</p>																																																																																											
	<p>3. Local cost</p> <p>3-1. NAFED:</p> <p>(1) Operational budget for the project including travel expenses of C/P to regions</p> <p>(2) Renovation cost for RETPCs and allowances/travel expenses of dispatched personnel to RETPCs</p> <p>3-2. Local governments:</p> <p>Operational budget for operating RETPCs (costs for stationary, computer maintenance/network, local transportation, meeting, exhibition, maintenance/cleaning service, installation of telephone lines, telephone utility, electricity and water, honorarium for local staff)</p>	<p>-ditto-</p>	<p>(For more details, please see Appendix C)</p> <p>3-1 By the end of December 2005, 11,653 Million Indonesian Rp were disbursed by NAFED (i.e. the Central Government)</p> <p>Table 3a-8: Disbursement of budget of NAFED by Indonesian fiscal year (January-December) Unit= Million Indonesian Rupiah</p> <table border="1" data-bbox="582 1691 1316 1814"> <thead> <tr> <th>Fiscal Year</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Operation</td> <td>512</td> <td>1,950</td> <td>1,700</td> <td>2,196</td> <td>6,358</td> </tr> <tr> <td>Renovation</td> <td>445</td> <td>2,850</td> <td>2,000</td> <td></td> <td>5,295</td> </tr> <tr> <td>Total</td> <td>957</td> <td>4,800</td> <td>3,700</td> <td>2,196</td> <td>11,653</td> </tr> </tbody> </table> <p>3-2 By the end of December 2005, 8,610 Million Indonesian Rp in total were disbursed by the concerned Provincial Governments.</p> <p>Table 3a-9: Disbursement of budget of Local Governments by Indonesian fiscal year (January-December) Unit= Million Indonesian Rupiah</p> <table border="1" data-bbox="582 1971 1332 2139"> <thead> <tr> <th>Fiscal Year</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>1,026</td> <td>1,484</td> <td>756</td> <td>605</td> <td>3,871</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td>400</td> <td>395</td> <td>413</td> <td>1,208</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td>1,100</td> <td>985</td> <td>365</td> <td>2,450</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td>300</td> <td>431</td> <td>350</td> <td>1,081</td> </tr> <tr> <td>Total</td> <td>1,026</td> <td>3,284</td> <td>2,567</td> <td>1,733</td> <td>8,610</td> </tr> </tbody> </table>	Fiscal Year	2002	2003	2004	2005	Total	Operation	512	1,950	1,700	2,196	6,358	Renovation	445	2,850	2,000		5,295	Total	957	4,800	3,700	2,196	11,653	Fiscal Year	2002	2003	2004	2005	Total	East Java	1,026	1,484	756	605	3,871	North Sumatera		400	395	413	1,208	South Sulawesi		1,100	985	365	2,450	South Kalimantan		300	431	350	1,081	Total	1,026	3,284	2,567	1,733	8,610																															
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## 2) Accomplishment of Outputs, Project Purpose and Overall Goal

PDM Item	Indicators as per PDM e	Sources/ Methods	Results																																																																														
<b>Output 1</b> Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team.	1-1.Number of C/P and administrative staff	Review of the records of the Project,	1-1. Number of C/P and administrative staff assigned at each RETPC as of March 2006 is shown in the table below.  Table 3a-10: Number of C/P and administrative staff at each RETPC <table border="1"> <thead> <tr> <th></th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Head</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Vice Head</td> <td>-</td> <td>-</td> <td>-</td> <td>1</td> </tr> <tr> <td>Training Div.</td> <td>4</td> <td>3</td> <td>3</td> <td>4</td> </tr> <tr> <td>Info &amp; Promo Div</td> <td>5</td> <td>5</td> <td>4</td> <td>4</td> </tr> <tr> <td>Admin Div.</td> <td>5</td> <td>6</td> <td>4</td> <td>3</td> </tr> <tr> <td>Total</td> <td>15</td> <td>15</td> <td>12</td> <td>13</td> </tr> </tbody> </table> <p>* The Head and the Managers of Training, and Information and Promotion Divisions of RETPC South Kalimantan are technical C/P of the Project Team. The other C/P are from the respective provincial government.</p>		East Java	North Sumatera	South Sulawesi	South Kalimantan	Head	1	1	1	1	Vice Head	-	-	-	1	Training Div.	4	3	3	4	Info & Promo Div	5	5	4	4	Admin Div.	5	6	4	3	Total	15	15	12	13																																											
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1-2.Budget allocation and self-financed budget	1-2 Budget disbursed by provincial government and revenue from self-finance at each RETPC is shown in the table below  Table 3a-11: Budget disbursed and revenue from self-finance at RETPC Unit= Million Indonesian Rupiah <table border="1"> <thead> <tr> <th></th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td colspan="5"><b>East Java</b></td> </tr> <tr> <td>- Budget from provincial gov't</td> <td>1,026</td> <td>1,484</td> <td>756</td> <td>673</td> </tr> <tr> <td>- Self-finance</td> <td>11</td> <td>90</td> <td>72</td> <td>70</td> </tr> <tr> <td colspan="5"><b>North Sumatera</b></td> </tr> <tr> <td>- Budget from provincial gov't</td> <td></td> <td>400</td> <td>395</td> <td>413</td> </tr> <tr> <td>-Self-finance</td> <td></td> <td></td> <td>19</td> <td>13</td> </tr> <tr> <td colspan="5"><b>South Sulawesi</b></td> </tr> <tr> <td>-Budget from provincial gov't</td> <td></td> <td>1,100</td> <td>985</td> <td>365</td> </tr> <tr> <td>-Self-finance</td> <td></td> <td></td> <td>23</td> <td>54</td> </tr> <tr> <td colspan="5"><b>South Kalimantan</b></td> </tr> <tr> <td>- Budget from provincial gov't</td> <td></td> <td>300</td> <td>431</td> <td>350</td> </tr> <tr> <td>-Self-finance</td> <td></td> <td></td> <td></td> <td>33</td> </tr> <tr> <td colspan="5"><b>Total</b></td> </tr> <tr> <td>- Budget from provincial gov't</td> <td>1,026</td> <td>3,284</td> <td>2,567</td> <td>1,801</td> </tr> <tr> <td>- Self-finance</td> <td>11</td> <td>90</td> <td>114</td> <td>170</td> </tr> </tbody> </table>		2002	2003	2004	2005	<b>East Java</b>					- Budget from provincial gov't	1,026	1,484	756	673	- Self-finance	11	90	72	70	<b>North Sumatera</b>					- Budget from provincial gov't		400	395	413	-Self-finance			19	13	<b>South Sulawesi</b>					-Budget from provincial gov't		1,100	985	365	-Self-finance			23	54	<b>South Kalimantan</b>					- Budget from provincial gov't		300	431	350	-Self-finance				33	<b>Total</b>					- Budget from provincial gov't	1,026	3,284	2,567	1,801	- Self-finance	11	90	114	170
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1-3.Number of public relations (leaflets, etc.)	1-3 Number of public relations at each RETPC is shown in the table below.  Table 3a-12 Total number of public relations conducted at each RETPC <table border="1"> <thead> <tr> <th>Type of public relations</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Socialization workshop</td> <td>19</td> <td>6</td> <td>18</td> <td>6</td> </tr> <tr> <td>Advertisement put on papers, etc.</td> <td>13</td> <td>12</td> <td>3</td> <td>9</td> </tr> <tr> <td>Press release</td> <td>21</td> <td>49</td> <td>18</td> <td>7</td> </tr> <tr> <td>Leaflets</td> <td>8,164</td> <td>2,500</td> <td>2,000</td> <td>1,000</td> </tr> </tbody> </table>	Type of public relations	East Java	North Sumatera	South Sulawesi	South Kalimantan	Socialization workshop	19	6	18	6	Advertisement put on papers, etc.	13	12	3	9	Press release	21	49	18	7	Leaflets	8,164	2,500	2,000	1,000																																																							
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1-4.Number of meetings between the P.T. and RETPCs or number of reports submitted to the P.T. by RETPCs.	1-4 RETPCs have submitted monthly reports to the P. T. Semi-annual meetings have been held between the P. T. and all of RETPCs.																																																																																
<b>Output 2.</b> C/P at RETPCs are skilled in managing export training services	2-1.Types and number of training courses where course planners have been trained  2-2.Number of need surveys conducted and its analysis	-ditto-	2-1: A 5-day training course for course planners for all RETPC (i.e. C/P of the Training Division of RETPC) was conducted at IETC in December 2003  2-2: Training needs of SMEs have been surveyed when RETPC conducts socialization workshop for promoting RETPC. In addition, after each training course, the needs of SEMs have been surveyed through questionnaire.  Table 3a-13 Number of surveys conducted at socialization workshop and after the training <table border="1"> <thead> <tr> <th></th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>At socialization</td> <td>19</td> <td>6</td> <td>18</td> <td>6</td> </tr> <tr> <td>After training</td> <td>40</td> <td>9</td> <td>15</td> <td>9</td> </tr> </tbody> </table>		East Java	North Sumatera	South Sulawesi	South Kalimantan	At socialization	19	6	18	6	After training	40	9	15	9																																																															
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**Annex 3-a: Accomplishment of the Project (4/8)**

PDM Item	Indicators as per PDM e	Sources/ Methods	Results																																																																																													
	<p>2-3.Types and number of training materials, manuals, lists, PERT charts, and their revised versions in consideration of regional conditions</p> <p>2-4.Types and number of training programs implemented for course planners</p> <p>2-5.Types and number of training programs provided to SMEs at RETPCs.</p> <p>2-6.Evaluation of training programs and instructors</p>		<p>2-3:RETPCs have prepared training materials, manuals, etc.. in consideration of regional conditions. Number of revisions are not available.</p> <p>Table 3a-14: Number of training materials, manuals, list of instructors and PERT charts.</p> <table border="1" data-bbox="576 331 1262 483"> <thead> <tr> <th>Types of materials</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Training materials</td> <td>40</td> <td>21</td> <td>13</td> <td>9</td> </tr> <tr> <td>Training manuals</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>List of local instructors</td> <td>1(39)*</td> <td>1(10)</td> <td>1(17)</td> <td>1(3)</td> </tr> <tr> <td>PERT charts</td> <td>40</td> <td>9</td> <td>15</td> <td>9</td> </tr> </tbody> </table> <p>(*) : Number of local instructed, listed</p> <p>2-4: In total 2 types of training programs (i.e. "course management" and "contents of course") have been implemented for course planners.(i.e. C/P of the Training Division of RETPC) as shown in the table below.</p> <p>Table 3a-15: Number of training courses for course planners implemented at each RETPC</p> <table border="1" data-bbox="576 703 1353 842"> <thead> <tr> <th>Type of Training programs</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Course Management</td> <td>9</td> <td>3</td> <td>2</td> <td>3</td> <td>17</td> </tr> <tr> <td>Contents of Course</td> <td>10</td> <td>2</td> <td>7</td> <td>2</td> <td>21</td> </tr> <tr> <td>Total</td> <td>19</td> <td>5</td> <td>9</td> <td>5</td> <td>38</td> </tr> </tbody> </table> <p>2-5: Number of face-to-face training programs provided to SMEs is shown in the table below. Topics of training include: export procedure, quality control, market information, etc., among others.</p> <p>Table 3a-16: Number of face -to -face training programs provided to SMEs at each REPC</p> <table border="1" data-bbox="576 1048 1299 1211"> <thead> <tr> <th>RETPC</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>8</td> <td>12</td> <td>7</td> <td>13</td> <td>40</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>5</td> <td>4</td> <td>9</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>6</td> <td>9</td> <td>15</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>9</td> <td>9</td> </tr> <tr> <td>Total</td> <td>8</td> <td>12</td> <td>7</td> <td>13</td> <td>73</td> </tr> </tbody> </table> <p>(For details, please see Appendix B-1a)</p> <p>2-6:After each training, SMEs are asked to fill out the questionnaire. The C/P of Training Division and the instructors have a meeting to evaluate the training based on the questionnaire. Number of meetings is shown in the table below.</p> <p>Table 3a-17: Number of evaluation meetings held at each RETPC</p> <table border="1" data-bbox="576 1406 1299 1469"> <thead> <tr> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>40</td> <td>9</td> <td>15</td> <td>9</td> </tr> </tbody> </table> <p>(For a sample of evaluation result, please see Appendix B-2)</p>	Types of materials	East Java	North Sumatera	South Sulawesi	South Kalimantan	Training materials	40	21	13	9	Training manuals	1	1	1	1	List of local instructors	1(39)*	1(10)	1(17)	1(3)	PERT charts	40	9	15	9	Type of Training programs	East Java	North Sumatera	South Sulawesi	South Kalimantan	Total	Course Management	9	3	2	3	17	Contents of Course	10	2	7	2	21	Total	19	5	9	5	38	RETPC	2002	2003	2004	2005	Total	East Java	8	12	7	13	40	North Sumatera			5	4	9	South Sulawesi			6	9	15	South Kalimantan				9	9	Total	8	12	7	13	73	East Java	North Sumatera	South Sulawesi	South Kalimantan	40	9	15	9
Types of materials	East Java	North Sumatera	South Sulawesi	South Kalimantan																																																																																												
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<p><b>Output3.</b> C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for export training services.</p>	<p>3-1.Number of C/P at RETPCs and the P.T. trained for operating and maintaining IT for training services.</p> <p>3-2.Types and number of training programs provided to SMEs at RETPCs by means of IT</p>	<p>Review of the records of the Project,</p>	<p>3-1:In total, 36 C/P at RETPCs and the P. T (IETC) have been trained for operating and maintaining IT equipment and facilities as shown in the table below.</p> <p>Table 3a-18: Number of C/P at RETPC and the P.T. trained for operating and maintaining IT for training services.</p> <table border="1" data-bbox="576 1697 1362 1760"> <thead> <tr> <th>P.T</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>8</td> <td>7</td> <td>7</td> <td>7</td> <td>7</td> </tr> </tbody> </table> <p>3-2:Two types of training programs have been provided to SMEs at RETPCs: (1)distance learning, and (2) internet training utilizing PC. Number of training programs provided is shown in the tables below.</p> <p>Table 3a-19: Number of training programs provided to SMEs (1) Distance Learning</p> <table border="1" data-bbox="576 1928 1305 2092"> <thead> <tr> <th>Organization</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>IETC</td> <td>3</td> <td>9</td> <td>7</td> <td>8</td> <td>27</td> </tr> <tr> <td>East Java</td> <td>1</td> <td>3</td> <td>4</td> <td>4</td> <td>12</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>2</td> <td>2</td> <td>4</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>2</td> <td>2</td> </tr> </tbody> </table>	P.T	East Java	North Sumatera	South Sulawesi	South Kalimantan	8	7	7	7	7	Organization	2002	2003	2004	2005	Total	IETC	3	9	7	8	27	East Java	1	3	4	4	12	North Sumatera			2	2	4	South Sulawesi			1	2	3	South Kalimantan				2	2																																															
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PDM Item	Indicators as per PDM e	Sources/ Methods	Results																																								
	3-3. Number of topics for distance learning		<p>Table 3a-20: Number of training programs provided to SMEs (2) Internet Training (utilizing PC)</p> <table border="1"> <thead> <tr> <th>RETPEC</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>3</td> <td>4</td> <td>4</td> <td>4</td> <td>15</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>1</td> <td>3</td> <td>4</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>3</td> <td>0</td> <td>3</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>1</td> <td>1</td> </tr> </tbody> </table> <p>(For details, please see Appendix B-1b)</p> <p>3-3: Number of topics is shown in the table below.</p> <p>Table 3a-21: Number of topics for distance learning</p> <table border="1"> <thead> <tr> <th>IETC</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>14</td> <td>7</td> <td>4</td> <td>3</td> <td>2</td> </tr> </tbody> </table> <p>(For details, please see Appendix B-1b)</p>	RETPEC	2002	2003	2004	2005	Total	East Java	3	4	4	4	15	North Sumatera			1	3	4	South Sulawesi			3	0	3	South Kalimantan				1	1	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan	14	7	4	3	2
RETPEC	2002	2003	2004	2005	Total																																						
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IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan																																							
14	7	4	3	2																																							
	3-4. Evaluation results of training programs utilizing IT		<p>3-4: After each training, SMEs are asked to fill out the questionnaire. The C/P of Training Division and the instructors have a meeting to evaluate the training based on the questionnaire. Number of meetings is shown in the table below</p> <p>Table 3a-22: Number of evaluation meetings of PC training and Distance Learning</p> <table border="1"> <thead> <tr> <th></th> <th>IETC</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>PC training</td> <td></td> <td>15</td> <td>4</td> <td>3</td> <td>1</td> </tr> <tr> <td>Distance learning</td> <td>27</td> <td>12</td> <td>4</td> <td>3</td> <td>2</td> </tr> </tbody> </table>		IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan	PC training		15	4	3	1	Distance learning	27	12	4	3	2																						
	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan																																						
PC training		15	4	3	1																																						
Distance learning	27	12	4	3	2																																						
	3-5. List of operation and maintenance manuals of IT equipment and facilities for training services		<p>3-5: An operation &amp; Maintenance Manual from the supplier (in Indonesian) and a manual for operation technique for Distance Learning (in Indonesian) have been prepared. (For more details, please see Appendix B-3)</p>																																								
	3-6. Frequency of equipment usage and the condition of maintenance		<p>3-6: For frequency of equipment usage, please see the tables for the Indicator 3.2. PCs have been maintained properly. As for the equipment for Distance Learning, it has been made available to the Project on lease.</p>																																								
Output 4. C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).	4-1. Number of C/P at RETPCs and the P.T. trained in preparing and disseminating trade information	Review of the records of the Project.	<p>4-1: Number of C/P at RETPCs and the P.T. trained in preparing and disseminating trade information is shown in the table below:</p> <p>Table 3a-23: Number of C/P at RETPC and the P.T. trained in preparing and disseminating trade information</p> <table border="1"> <thead> <tr> <th></th> <th>NAFED</th> <th>IETC</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Mini-display</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>Inquiry</td> <td>3</td> <td>2</td> <td>4</td> <td>5</td> <td>7</td> <td>2</td> </tr> </tbody> </table>		NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan	Mini-display	3	2	2	2	2	2	Inquiry	3	2	4	5	7	2																			
	NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan																																					
Mini-display	3	2	2	2	2	2																																					
Inquiry	3	2	4	5	7	2																																					
	4-2. Number of C/P at RETPCs trained in trade information and promotion services, including management of mini-resource centers		<p>4-2: Number of C/P trained in management of mini-resource centers (i.e. Mini-libraries) is shown in the table below</p> <p>Table 3a-24: Number of C/P at RETPC trained in management of library</p> <table border="1"> <thead> <tr> <th></th> <th>NAFED</th> <th>IETC</th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Library management</td> <td>7</td> <td>4</td> <td>5</td> <td>6</td> <td>6</td> <td>8</td> </tr> </tbody> </table>		NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan	Library management	7	4	5	6	6	8																										
	NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan																																					
Library management	7	4	5	6	6	8																																					
	4-3. List of operation and maintenance manual (or instruction) of equipment for trade information and promotion services		<p>4-3: The following manuals have been prepared by the Project:</p> <ul style="list-style-type: none"> <li>Manual for software of Library Management</li> <li>Manual for Mini-Display</li> <li>Operation Manual for Library</li> <li>Operation Manual for Inquiry</li> <li>Operation Manual for Exhibition</li> </ul> <p>(For details, please see Appendix B-3)</p>																																								
	4-4. Frequency of equipment usage and the condition of maintenance		<p>4-4: Frequency of usage of equipment (i.e. PC for Mini-libraries) and the condition of maintenance is shown in the table below.</p> <p>Table 3a-25: Frequency of PC usage and the condition of maintenance</p> <table border="1"> <thead> <tr> <th></th> <th>East Java</th> <th>North Sumatera</th> <th>South Sulawesi</th> <th>South Kalimantan</th> </tr> </thead> <tbody> <tr> <td>Frequency of usage of PC</td> <td>Every working day</td> <td>Every working day</td> <td>Every working day</td> <td>Every working day</td> </tr> </tbody> </table>		East Java	North Sumatera	South Sulawesi	South Kalimantan	Frequency of usage of PC	Every working day	Every working day	Every working day	Every working day																														
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Frequency of usage of PC	Every working day	Every working day	Every working day	Every working day																																							

PDM Item	Indicators as per PDM e	Sources/ Methods	Results				
			Condition of maintenance	Good	Good	Good	Good
<b>Output 5.</b> 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).	4-5. Manual for mini-resource centers at RETPCs	Review of the records of the Project	Condition of maintenance	Good	Good	Good	Good
	4-6. List of new books, magazines, newsletters, publications		4-5: A manual for mini-resource centers (i.e. Mini-libraries) at RETPC was prepared in December 2003.	4-6: A list of new books, magazines, newsletters, publications is prepared at each RETPC. Number of existing books at Mini-libraries is shown below.			
	4-7. SMEs' evaluation of trade information and promotion services by RETPCs		4-7: Not available.				
	5-1. Number of C/P at RETPCs and the P.T. trained for operating and maintaining IT for trade information and promotion services.		5-1: Number of C/P at RETPC and the P.T. trained for operating and maintaining IT for trade information and promotion services is shown in the table below.				
	5-2. Types of trade information and promotion services provided to SMEs at RETPCs by means of IT		5-2: RETPCs have provided information and promotion services to SMEs through their own web-sites connected to the NAFED homepage.				
<b>Output 6</b> C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.	5-3. Updating of trade-related information on the NAFED homepage	5-3: Trade-related information on the NAFED homepage has been updated at the frequency shown in the table below;					
	5-4. Types and number of complaints from visitors to the homepage	5-4: Not available. (Although the C/P take notes of the complaint, types and number have not been recorded).					
	5-5. List of training manuals for management of the homepage	5-5: The following manuals have been prepared by the Project: <ul style="list-style-type: none"> <li>Manual of Maintenance for Website</li> <li>Efficiency of Information services through Internet.</li> </ul> (For details, please see Appendix B-3)					
	6-1. Preparation of manuals or check lists for replication of capacity building of RETPCs in other regions	6-1: A manual on "Management System of RETPC" was prepared in December 2003. A draft check list for establishment of RETPCs has been prepared already and is expected to be finalized by the end of March 2006. The Project plans to prepare a manual for establishment of RETPCs in other regions by the end of the Project.					
	6-2. Number of C/P at the P.T. trained for replication of capacity building programs of RETPCs in other regions	6-2: All of the C/P at the Project Team have been trained for replication of capacity building programs of RETPCs through on the job training					



Annex 3-a: Accomplishment of the Project (7/8)

PDM Item	Indicators as per PDM e	Sources/ Methods	Results																																																																																																																																																												
<p><b>Project purpose</b> 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 3,000 participants from SMEs receive export training courses at respective RETPCs during the project period.</p> <p>1-2.At least 15% of SMEs that have sent their staff to RETPCs for training utilize RETPCs once again for the training purpose.</p> <p>(Trade Information) 2-1.An annual total of SMEs (Surabaya:700 SMEs, Medan:300 SMEs, Makassar:300 SMEs &amp; Banjarmasin:150 SMEs) utilize information resources (such as a mini-resource center) at a RETPC</p> <p>2-2.120 users make access to the homepage of NAFED on a daily basis.</p>	<p>Review of the records of the Project,</p>	<p>1-1 In total, 2,999 participants have received training by the end of December 2005. It is expected that 1,475 more participants will be trained by the end of the Project.</p> <p>Table 3a-30: Annual number of training participants at each RETPC</p> <table border="1"> <thead> <tr> <th>RETPC</th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> <th>2006 (Plan)</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>294</td> <td>523</td> <td>387</td> <td>523</td> <td>1,727</td> <td>585</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>240</td> <td>180</td> <td>420</td> <td>240</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>233</td> <td>300</td> <td>533</td> <td>330</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>319</td> <td>319</td> <td>320</td> </tr> <tr> <td>Total</td> <td>294</td> <td>523</td> <td>860</td> <td>1,322</td> <td>2,999</td> <td>1,475</td> </tr> </tbody> </table> <p>1-2 22.5% of the SMEs that have sent their staff to RETPCs for training utilize RETPCs once again for the training purpose.</p> <p>Table 3a-31:Ratio of the number of SMEs that have utilized RETPCs more than once.</p> <table border="1"> <thead> <tr> <th></th> <th>Total number of SMEs that have sent their staff to RETPCs for training</th> <th>Number of SMEs that have utilized RETPCs more than one time</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>1,150</td> <td>202</td> <td>17.6</td> </tr> <tr> <td>North Sumatera</td> <td>155</td> <td>54</td> <td>34.8</td> </tr> <tr> <td>South Sulawesi</td> <td>153</td> <td>64</td> <td>41.8</td> </tr> <tr> <td>South Kalimantan</td> <td>96</td> <td>29</td> <td>30.2</td> </tr> <tr> <td>Total</td> <td>1,554</td> <td>349</td> <td>22.5</td> </tr> </tbody> </table> <p>2-1: The data regarding the number of SMEs was not available. For information, an annual number of persons that utilized mini-resource center (i.e. Mini-library), an annual total number of inquiries received, and an annual total number of visitors to Mini-displays are shown in the tables below.</p> <p>Table 3a-32: An annual number of persons that utilized mini-resource center (i.e. Mini-library)</p> <table border="1"> <thead> <tr> <th></th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>133</td> <td>746</td> <td>620</td> <td>572</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>239</td> <td>123</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>250</td> <td>112</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>185</td> </tr> <tr> <td>Total</td> <td>133</td> <td>746</td> <td>1,109</td> <td>992</td> </tr> </tbody> </table> <p>Table 3a-33: An annual total number of inquiries received</p> <table border="1"> <thead> <tr> <th></th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>0</td> <td>21</td> <td>135</td> <td>230</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>46</td> <td>89</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>28</td> <td>50</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>144</td> </tr> <tr> <td>Total</td> <td>0</td> <td>21</td> <td>209</td> <td>513</td> </tr> </tbody> </table> <p>Table 3a-34 : An annual total number of visitors to Mini-display</p> <table border="1"> <thead> <tr> <th></th> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>72</td> <td>701</td> <td>620</td> <td>566</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td>161</td> <td>200</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td>250</td> <td>515</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td>143</td> </tr> <tr> <td>Total</td> <td>72</td> <td>701</td> <td>1,031</td> <td>1,424</td> </tr> </tbody> </table> <p>2-2: On average 295 users have made access to the homepage on NAFED on a daily basis from August 2005 to Feb 2006.</p>	RETPC	2002	2003	2004	2005	Total	2006 (Plan)	East Java	294	523	387	523	1,727	585	North Sumatera			240	180	420	240	South Sulawesi			233	300	533	330	South Kalimantan				319	319	320	Total	294	523	860	1,322	2,999	1,475		Total number of SMEs that have sent their staff to RETPCs for training	Number of SMEs that have utilized RETPCs more than one time	Ratio	East Java	1,150	202	17.6	North Sumatera	155	54	34.8	South Sulawesi	153	64	41.8	South Kalimantan	96	29	30.2	Total	1,554	349	22.5		2002	2003	2004	2005	East Java	133	746	620	572	North Sumatera			239	123	South Sulawesi			250	112	South Kalimantan				185	Total	133	746	1,109	992		2002	2003	2004	2005	East Java	0	21	135	230	North Sumatera			46	89	South Sulawesi			28	50	South Kalimantan				144	Total	0	21	209	513		2002	2003	2004	2005	East Java	72	701	620	566	North Sumatera			161	200	South Sulawesi			250	515	South Kalimantan				143	Total	72	701	1,031	1,424
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**Annex 3-a: Accomplishment of the Project (8/8)**

PDM Item	Indicators as per PDM e	Sources/ Methods	Results																																																																														
	<p>(Trade Promotion)</p> <p>3-1. 150 SMEs/6 months participate in virtual exhibitions.</p> <p>3-2. 50 SMEs/6 months on average participate in permanent exhibitions at RETPCs.</p> <p>(Sustainability)</p> <p>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>3-1: On average 278 SMEs/6 months have participated in virtual exhibitions at NAFED's web site.</p> <p>Table 3a-34 : Semi-annual number of participants to virtual exhibitions</p> <table border="1" data-bbox="584 331 1206 394"> <thead> <tr> <th></th> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>Number of SMEs</td> <td>164</td> <td>337</td> <td>332</td> </tr> </tbody> </table> <p>3-2 On average, 59 SMEs /6 months have participated in permanent exhibitions (i.e. Mini-displays) at RETPCs</p> <p>Table3a-35: Number of semi-annual participants (i.e. exhibitors) to Mini-displays</p> <table border="1" data-bbox="584 533 1394 667"> <thead> <tr> <th></th> <th colspan="2">2002</th> <th colspan="2">2003</th> <th colspan="2">2004</th> <th colspan="2">2005</th> <th>Average</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>32</td> <td>32</td> <td>37</td> <td>37</td> <td>50</td> <td>50</td> <td>48</td> <td>48</td> <td>42</td> </tr> <tr> <td>North Sumatera</td> <td></td> <td></td> <td></td> <td></td> <td>110</td> <td>111</td> <td>120</td> <td>129</td> <td>118</td> </tr> <tr> <td>South Sulawesi</td> <td></td> <td></td> <td></td> <td></td> <td>55</td> <td>70</td> <td>75</td> <td>75</td> <td>69</td> </tr> <tr> <td>South Kalimantan</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>46</td> <td>48</td> <td>47</td> </tr> </tbody> </table> <p>4-1: Share of total revenue in RETPC's Budget from Provincial Government at the end of Indonesian fiscal year 2005 (i.e. December 2005) is shown in the table below:</p> <p>Table 3a-36: Share of total revenue in RETPC's Budget from Provincial Government Unit= Indonesian Rupiah</p> <table border="1" data-bbox="584 896 1273 1084"> <thead> <tr> <th></th> <th>Budget from Provincial Government</th> <th>Total Revenue from self-finance</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>East Java</td> <td>673,153,577</td> <td>69,600,000</td> <td>10.3%</td> </tr> <tr> <td>North Sumatera</td> <td>412,380,000</td> <td>13,000,000</td> <td>3.2%</td> </tr> <tr> <td>South Sulawesi</td> <td>365,450,000</td> <td>54,000,000</td> <td>14.8%</td> </tr> <tr> <td>South Kalimantan</td> <td>350,000,000</td> <td>32,550,000</td> <td>9.3%</td> </tr> </tbody> </table>		2003	2004	2005	Number of SMEs	164	337	332		2002		2003		2004		2005		Average	East Java	32	32	37	37	50	50	48	48	42	North Sumatera					110	111	120	129	118	South Sulawesi					55	70	75	75	69	South Kalimantan							46	48	47		Budget from Provincial Government	Total Revenue from self-finance	Ratio	East Java	673,153,577	69,600,000	10.3%	North Sumatera	412,380,000	13,000,000	3.2%	South Sulawesi	365,450,000	54,000,000	14.8%	South Kalimantan	350,000,000	32,550,000	9.3%
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<p><b>Overall Goal</b> Promote the export of SMEs in the regions where RETPCs are established</p>	<p>1. Yearly development of export share against annual sales (Statistical difference among SMEs)</p> <p>2. Export from the regions</p> <p>3. Level of personnel as exporters/traders that have utilized the services at RETPCs and number of successful enterprises</p> <p>4. No. of SMEs which applied what they learned at RETPCs to real business activities.</p>		<p>(For the impacts at the Overall Goal level, please see Section 4.1 of Annex 5.)</p>																																																																														

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Annex 3-b Progress of Activities (1/9)

Activities as per the latest P.O	Expected outcome	Schedule as per the latest PO												Implementors (C/P)	Other major inputs		Progress				
		CY 2002		CY 2003		CY 2004		CY 2005		CY 2006		Japanese side	Indonesian side								
		Apr-02	Oct-02	Jan-03	Jul-03	Oct-03	Jan-04	Apr-04	Jul-04	Oct-04	Jan-05				Apr-05	Jul-05		Oct-05	Jan-06	Apr-06	Jul-06
Monitoring	n/a																				* JCC meetings have been held regularly. Feb. in 2003, Jan. in 2004, and Jun in 2005. * The Project has submitted a semi-annual report to JICA in June and December * The Project has organized a semi-annual general project meeting, participated by the concerned personnel (i.e. members of the PT, Heads of RETPCs, JE, etc.)
Operation of RETPCS																					
in East Java	n/a																		RETPC-all staff		RETPC East Java was inaugurated in September 2002. Technical C/P from the Project Team (PT) assigned at RETPC left in Dec. 2004.
in Medan	n/a																		ditto		RETPC North Sumatera was inaugurated in April 2004. Technical C/P from the Project Team assigned at RETPC left in Dec. 2005.
in Makassar	n/a																		ditto		RETPC South Sulawesi was inaugurated in June 2004. Technical C/P from the Project Team assigned at RETPC left in Dec. 2005.
in Banjarmasin	n/a																		ditto		RETPC South Kalimantan was inaugurated in February 2005.
Output 1: Management and operation system of the project is established at respective RETPCs to provide export training and information/promotion services through collaboration with the Project Team.																					Overall: Commencement of the Activities at RETPCs in North Sumatera (Medan), South Sulawesi (Makassar), and South Kalimantan (Banjarmasin) were delayed slightly because their inauguration was delayed. All the activities, however, are planned to be completed by the end of the Project.
1-1 Organize the Project Team, assign C/P from NAFED AND IETC, and allocate the budgets for the Project.	n/a																		PM		* Staff of NAFED and IETC had been nominated as administrative and technical C/P for the PT prior to the commencement of the Project. * Budget from central government as well as budget from provincial governments have been allocated. (For details, please see Annex 3-a & Section 2 of Annex 5)
1-2 Set-up RETPCs in East Java, Medan, Makassar and Banjarmasin.	n/a																		RETPC-all staff		* All the RETPCs have been already established. The date of the grand open for each RETPC is as follows: September 2002 for East Java ; April 2004 for North Sumatera; June 2004 for South Sulawesi; and Feb 2005 for South Kalimantan. Inauguration of North Sumatera, South Sulawesi, and South Kalimantan was delayed. (For details, please see Annex 4).

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Annex 3-b Progress of Activities (3/9)

Activities as per the latest PO	Schedule as per the latest PO												Expected outcome	Implementors (C/P)	Other major inputs		Progress
	CY2002		CY2003		CY2004		CY2005		CY2006		Person in charge (C/P)/Active (Long-term Japanese Expert)	Japanese side			Indonesian side		
	Oct-May	Jun-Sep	Oct-May	Jun-Sep	Oct-May	Jun-Sep	Oct-May	Jun-Sep	Oct-May	Jun-Sep							
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.		Surabaya	Medan	Makassar	Barjarmasin									ditto	ditto	RETPCs have prepared training materials, manuals, etc., in consideration of regional conditions.	
2-5 Train C/P at RETPCs for implementation of training courses.		Surabaya	Medan	Makassar	Barjarmasin									ditto	RETPC/TC-all * PT/IETC-TC Training Mgt Sys	*The PT have trained the CP at RETPCs through lectures and OUT	
<b>Output 3: C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for training services.</b>																Overall: Commencement of the Activities at RETPCs in North Sumatera (Medan), South Sulawesi (Makassar), and South Kalimantan (Barjarmasin) were delayed slightly because their inauguration was delayed. All the activities, however, are planned to be completed by the end of the Project.	
3-1 Install IT equipment and facilities at RETPCs and IETC for training services.		Jakarta Surabaya	Medan Makassar	Barjarmasin										PIM / JE-MEP	RETPC/TC-M *JE-PC (Project Coordinator)	<Equip for IT Training> *All of the planned equipment and facilities relevant to IT training (including PCs and LAN), have been already installed in the training rooms of the target five sites: IETC in Jakarta (in July 2002), RETPCs East Java (in July 2002), North Sumatera (in March 2004), South Sulawesi (in March 2004), and South Kalimantan (in January 2005). At RETPCs, the equipment had been installed prior to their respective inauguration. *Equip for Distance Learning *The equipment related to distance learning has been made available on lease-basis when required. It is expected that the equipment will be procured and will be installed at all the target sites by the end of March 2006.	

Activities as per the latest PO	Expected outcome	Schedule as per the latest PO												Implementor/s (C/P)	Other major inputs		Progress													
		CY2002		CY2003		CY2004		CY2005		CY2006		Person in charge (C/P)/Advisor (Long-term Japanese Expert)	Japanese side		Indonesian side															
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct					Nov		Dec												
3-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.	n/a	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Medan Makassar Banjarmasin	SE-IT Consultation Training in Japan (Client System Manager)	PT/IETC-TC in Distance Learning / JE-PC	ditto	<Equip. for IT Training> * Each supplier has provided a two-day training for operation and maintenance to the relevant CP at the time of installment at each site. *SE in IT Consultation trained the PT and the CP of RETPC(East Java) in Jul-Aug. 2002 prior to the grand open of RETPC East Java in Sep. *A CP at the PT was trained in Japan for Client Server System Manager in May-Sep. 2002 in time for the grand open of RETPC East Java. *The PT has provided training to the CP at RETPCs through lectures and OUT. <Equip. for Distance Learning> *Equipment for DL has been made available on lease and the staff of the companies have operated the equipment. Although RETPC staff assisted the operation, they have not been provided the training. After the equipment is provided in March 2006.
3-3 Train C/P of the Project Team for implementation plan of training services.	n/a	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Medan Makassar Banjarmasin	SE-IT Consultation SE-Distance Learning Training in Japan (JICA-Net) DL Program (Instructional Design)	PT/IETC-TC in Distance Learning, & Curriculum Dev	ditto	<IT Training> *SE in IT Consultation trained the PT and the CP of RETPC in East Java and in July-August 2002 prior to the grand open of RETPC in East Java. *The PT has provided training to the CP in Medan, Makassar, and Banjarmasin through OUT?? <Distance Learning> *SE in IT Consultation trained the PT and the CP of RETPC in East Java and in July-August 2002 prior to the grand open of RETPC in East Java. *CP at the PT (IETC) and CP of RETPC in East Java were trained for JICA-Net in Tokyo in March-April 2003 * SE in Effective Management for Distance Learning trained CP at the PT in August 2005.
3-4 Train C/P of RETPCs and the Project Team for basic techniques to develop and prepare educational contents for training services.	n/a	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Medan Makassar Banjarmasin		PT/IETC-TC in Curriculum Dev	PT/IETC-TC in Curriculum Dev	<IT Training> *SE in IT Consultation trained the PT and the CP from the Provincial Governments at RETPC in East Java in Jul-Aug 2002. *The PT has provided training to the C/P at RETPC through lectures and OUT. <Distance Learning> *SE in Effective Management for Distance Learning trained C/P at the PT in Aug 2005. *The PT has provided training to the C/P at RETPCs through lectures and OUT.

Annex 3-b Progress of Activities (5/9)

Activities, as per the latest PO	Schedule, as per the latest PO												Person in charge (C/P) / Advisor (Long-term Japanese Expert)	Implementors (C/P)	Other major inputs		Progress		
	CY2002			CY2003			CY2004			CY2005					Japanese side	Indonesian side			
	Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Apr-May	Jun-Sep	Oct-Dec	Jan-Mar						Apr-May	Jun-Sep
3-5 Assist C/P of RETPCs and the Project Team in conducting training services as an on-the-job-training (OJT).																			*The PT has provided training to the C/P from the Provincial Governments at RETPCs through OJT.
Output 4: C/P at RETPCs and the Project Team are skilled in managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information).																			Overall: Commencement of the Activities at RETPCs in North Sumatera (Medan), South Sulawesi (Makassar), and South Kalimantan (Banjarmasin) were delayed slightly because their inauguration was delayed. All the activities, however, are planned to be completed by the end of the Project.
4-1 Install equipment and supplies necessary for the provision of trade information and promotion services at RETPCs and IETC.																			* The necessary equipment and supplies (including PC for library) were installed at IETC in Jul 2002 as planned. *The necessary equipment and supplies (including PC for library) had been installed at RETPCs prior to their grand open as planned
4-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment.																			<PC for library> * Each supplier has provided a two-day training for operation and maintenance at the time of installation at each site. *SE in IT Consultation trained the PT and the C/P from the Provincial Government at RETPC in Jul-Aug. 2002 prior to the inauguration of RETPC East Java. *The PT has provided training to the C/P at RETPCs through lectures and OJT

Annex 3-b Progress of Activities (6/9)

Activities as per the latest PO	Expected outcome	Schedule as per the latest PO												Implementers (C/P)	Other major inputs	Progress		
		CY 2002		CY 2003		CY 2004		CY 2005		CY 2006		Person in charge (C/P)/Advisor (Long-term Japanese Expert)						
		Apr-May	Jun-Sep	Apr-May	Jun-Sep	Apr-May	Jun-Sep	Apr-May	Jun-Sep	Oct-Dec	Jan-Mar		Apr-Jun					
4-3 Give advice to C/P of RETPCs and the Project Team on provision of trade information and promotion.	n/a	Jakarta																<General (Trade promotion)> * Two C/P from RETPC East Java were trained in Japan for trade promotion in Nov-Dec 2002, two C/P each from North Sumatera and South Sulawesi in Oct-Nov. 2003, and two C/P from South Kalimantan in Nov. 2005. One C/P at the PT (NAFED) and one each from four RETPCs were also trained in Japan in Nov-Dec. 2004. <Exhibition> * SE in Exhibition Management gave advice to the PT (NAFED and IETC) and the C/P at RETPC and staff of DINAS in East Java in Oct-Nov 2002, to the PT (NAFED) in May-Jun 2004, and to the PT (NAFED) and two each from the four RETPCs in Jul-Aug 2005. * The PT have given advice to the C/P at RETPCs through lectures and OJT <Mini-display> * SE in Mini-display Management gave advice to the PT(NAFED) and the C/P of RETPC East Java in Nov. 2002, the C/P in North Sumatra and South Sulawesi in May 2004, and the C/P in South Kalimantan in Jul. 2005. * The PT have given advice to the C/P at RETPCs through lectures and OJT <Library > * SE in Library Management gave advice to the PT (NAFED & IETC) and the C/P of East Java in Feb-Mar 2003, to the PT and IETC * The PT have given advice to the C/P at RETPCs through lectures and OJT * SE-Export Strategy (Furniture) trained the PT (IETC) and the CP at RETPC East Java in Sep-Oct 2002 prior to the grand open of Surabaya. SE-Export Marketing (Furniture) trained the PT (IETC) and the CP at RETPCs (North Sumatera and South Sulawesi) in Feb-Mar 2005. * SE-Quality Control for Food Industry trained the PT (IETC) and the CP at RETPC in North Sumatera in Aug-Sep 2004. He trains the PT (NAFED) and the CP at RETPCs (East Java and South Sulawesi) in Aug-Sep 2004 * SE-Workshop for Trade Promotion (Handicraft) trained the PT and the CP at four RETPCs in Nov-Dec 2005. * The PT has trained the CP at RETPCs further through lectures and OJT * C/P from East Java (& 7 from SEMs and 2 from the Provincial Govt), 2 C/P from North Sumatera (& 14 from SEMs and 3 from the Provincial Govt), a C/P from South Sulawesi (& 6 from SEMs and 1 from the Provincial Govt), and a from South Kalimantan (& 7 from SEMs and 1 from the Provincial Govt) have been trained in Japan for Marketing for Export Promotion.
4-4 Train C/P of RETPCs and the Project Team for identification of needs of SMEs in trade information and promotion.	n/a	Jakarta																* RETPC/Impro Div-M * RETPC/Impro D-all * PT/NAFED-TC Library Mgt, Exhibition Mgt & Inquiry * SE-Export Promotion (Furniture/ Food / Handicraft etc) * Training in Japan (Export Marketing)



Annex 3-b Progress of Activities (7/9)

Activities as per the latest PO	Schedule as per the latest PO												Implementors (C/P)	Other major inputs		Progress			
	CY2002		CY2003		CY2004		CY2005		CY2006		Person in charge (C/P)/Advisor (Long-term Japanese Expert)	Japanese side		Indonesian side					
	Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Apr-May	Jun-Sep					Oct-Dec		Jan-Mar		
4-5 Train C/P of RETPCs and the Project Team for provision of trade information and promotion services (permanent exhibition, mini-resources centers, and distribution of off-line information) in accordance with the needs of SMEs.	Jakarta		Surabaya																The same as 4-3
Output 5: C/P at RETPCs and the Project Team are skilled in utilizing IT for trade information and promotion services. (Such as virtual exhibition and business matching on the web site)																			Overall: Commencement of the Activities at RETPCs in North Sumatera (Medan), South Sulawesi (Makassar), and South Kalimantan (Banjarmasin) were delayed slightly because their inauguration was delayed. All the activities, however, are planned to be completed by the end of the Project.
5-1 Install IT equipment and facilities at RETPCs and IETC for trade information and promotion services.	Jakarta																		*All of the planned equipment and facilities, including PC for web-site, were installed at IETC in Jul 2002 *At RETPCs, the equipment had been installed prior to their respective inauguration.
5-2 Train C/P of RETPCs and the Project Team for operation and maintenance of the equipment and facilities.	Jakarta																		<PC for web-sites> * Each supplier has provided a two-day training for operation and maintenance at the time of installment at each site. *SE in IT Consultation trained C/P of RETPC in Surabaya and the PT in July-August 2003. *The PT has trained the C/P at RETPCs through lectures and OJT
5-3 Train C/P of the Project Team in preparing implementing plans for trade information and promotion services.																			*SE in IT Consultation trained C/P of RETPC in Surabaya and the PT in July-August 2002 prior to the grand open of East Java *SE in IT Management trained the PT in Jul-Aug. 2005. *The PT has trained the C/P at RETPCs through lectures and OJT

Activities as per the latest PO	Schedules as per the latest PO												Person in charge (C/P)/Advisor (Long-term Japanese Expert)	Implementors (C/P)	Other major inputs		Progress			
	CY2002			CY2003			CY2004			CY2005					CY2006			Japanese slide	Indonesian slide	
	Apr-May	Jun-Sep	Oct-Dec	Apr-May	Jun-Sep	Oct-Dec	Apr-May	Jun-Sep	Oct-Dec	Apr-May	Jun-Sep	Oct-Dec			Apr-May	Jun-Sep				Oct-Dec
5-4 Train C/P of RETPCs and the Project Team in basic techniques for trade information and promotion services (including processing and dissemination of information).	Jakarta																	ditto	ditto	*SE in IT Consultation trained the PT and the C/P of RETPC East Java in July-August 2002. *SE in Web Design trained C/P at the PT and the C/P of RETPC East Java in Mar 2003. *A CP at the PT was trained in Japan for Web Application Server System Designer in Sep 2004-Mar 2005 *SE in IT Management trained the PT in Jul-Aug. 2005. *The PT has trained the CP at RETPCs through lectures and OJT
5-5 Train C/P of the Project Team for management and utilization of IT and network applications in the area of trade promotion (virtual exhibition)	Jakarta																	ditto	ditto	
5-6 Assist C/P of RETPCs and the Project Team in conducting trade information and promotion services as an on-the-job training.	Jakarta																	ditto	ditto	

Annex 3-b Progress of Activities (9/9)

Activities as per the latest PO	Expected completion	Schedule as per the latest PO												Implementers (C/P)	Other major inputs	Progress				
		CY2002			CY2003			CY2004			CY2005						Japanese side	Indonesian side		
		Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct						Jan	Apr
May	Aug	Nov	Feb	May	Aug	Nov	Feb	May	Aug	Nov	Feb	May	Aug							
Output 6: C/P at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions.																				
6-1 Record and document all relevant procedures for establishment of a RETPC as the project proceeds.	n/a																<ul style="list-style-type: none"> <li>PT/NAFED &amp; IETC-all</li> <li>RETTC-H</li> </ul>	<ul style="list-style-type: none"> <li>Japanese side</li> <li>Indonesian side</li> </ul>	Progress	
6-2 Classify procedures into general (or common) and special procedures in the light of replication to other regions.	n/a																ditto			Procedures are being classified. The activity is expected to be completed by the end of the Project.
6-3 Preparation of manuals or check lists for replication of Capacity building of RETPCs in other regions	n/a																ditto			<ul style="list-style-type: none"> <li>A draft checklist for establishment of RETPFs has been already prepared and is expected to be finalized by the end of Mar. 2006. It is expected that a manual will be prepared in Indonesian by the end of the Project Jul.</li> <li>A manual for operation and maintenance of RETPC was prepared in Dec. 2003</li> </ul>
6-4 Train C/P at the Project Team for studying economic conditions and institutional characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria.	n/a																ditto			<ul style="list-style-type: none"> <li>This activity item has been canceled since NAFED formulated a Task Force on Economic Analysis in December 2005. The Project Manager explained that the C/P at NAFED will tie up with the Task Force</li> </ul>
6-5 Train C/P at the Project Team for preparing plans for technology transfer towards RETPCs.	n/a																ditto			Although the experiences and knowhows have been accumulated, training of the Project Team in preparation of the plans for technology transfer towards RETPCs has not been started yet.

**Annex 4: Evaluation Grid (2) Implementation Process (1/2)**

Abbreviation: C/P-counterpart personnel J/E-Japanese expert

Item	Source/ Methods	Evaluation
1 Progress of Activities	Review of Activity hart (Annex 3-a), progress reports, questionnaire, interview with C/P, J/E.	<p><b>Overall:</b> Preparation for establishment of RETPCs in Medan (North Sumatera), Makassar (South Sulawesi), and Banjarmasin (South Kalimantan) was seriously delayed, compared with the schedule delineated in the initial Plan of Operations (PO) (ver.0). Responding to the situation, the PO was modified in January 2004. Inauguration of these RETPCs was mostly on schedule as for the modified PO (ver. 1). Due to the delay in establishment, the period of assistance for these RETPCs has become shorter than originally envisaged. In the case of RETPC South Kalimantan, which was established in February 2005, the period of assistance covered by the Project has become one year and four months.</p> <p>At each RETPC, initially, technical C/P from the Project Team was posted as the Head and Division Managers: the Vice Head, Vice Managers, and staff were from the respective provincial government. Such an arrangement was made, expecting smooth transfer of techniques from the Project Team to the C/P from the provincial governments. As for RETPCs in Surabaya, Medan, and Makassar, which were established before June 2004, the C/P from the Project Team have already completed their assignment and have returned to their mother organizations (i.e. NAFED/IETC): the C/P from the respective provincial government have taken over their posts (Take-over took place in January 2005 at RETPC East Java, and in January 2006 at RETPCs North Sumatera and South Sulawesi). Since then, the activities of these RETPCs have been run by the C/P from the provincial government with continuous support from the Project Team.</p> <p>Almost all of the planned Activities have been implemented and are expected to be completed before the Project termination. Major issues specific to the Activities under each Output are highlighted in the rows below.</p>
(1)Activities under Output 1	-ditto-	1) <u>Activity 1-2 ("Set-up RETPCs in Surabaya, Medan, Makassar, and Banjarmasin):</u> As explained above, establishment of RETPCs in Medan (North Sumatera), Makassar (South Sulawesi), and Banjarmasin (South Kalimantan) was delayed.
(2)Activities under Output 2	-ditto-	There have been no major issues specific to the progress of the Activities under Output 2
(3)Activities under Output 3	-ditto-	1) <u>Activity 3-2 ("Train C/P at RETPCs and the Project Team for operation and maintenance of the equipment and facilities"):</u> So far, equipment for distance learning has been made available to the Project on lease. It is expected that the equipment will be procured and will be installed at all the RETPCs, NAFED, and IETC by the end of the Project. A two-day training program for operation and maintenance will be provided by the supplier and C/P from NAFED/IETC after installation.
(4)Activities under Output 4	-ditto-	There have been no major issues specific to the progress of the Activities under Output 4.
(5)Activities under Output 5	-ditto-	There have been no major issues specific to the progress of the Activities under Output 5.
(6)Activities under Output 6	-ditto-	<p>1) <u>Activity 6-4 ("Train C/P at the Project Team for studying economic characteristics of candidate regions for establishing RETPCs to select appropriate sites based on predetermined six criteria):</u> This activity item has been canceled since NAFED formulated a Task Force on "Export Potential of Regions" in December 2005. The Project Manager explained that the C/P at NAFED will tie up with the Task Force</p> <p>2) <u>Activity 6-5 ("Train C/P at the Project Team for preparing plans for technology transfer towards RETPCs"):</u> Although the experiences and know-how have been accumulated, training of the Project Team in preparation of the plans for technology transfer towards RETPCs has not been started yet.</p>
2 Project Management		

**Annex 4: Evaluation Grid (2) Implementation Process (2/2)**

Item	Source/ Methods	Evaluation
(1) Decision making & Monitoring process	Review of progress reports, expert reports, materials related to PO, PDM, questionnaire, interview with C/P, J/E, interview with C/P, J/E	<p>1) <u>Internal monitoring</u>: The Project Team meets weekly at NAFED. Each RETPC submits a draft annual action plan to the Project Team in January for its approval. It submits a monthly report to the Project Team. In addition, the Project organizes a semi-annual general project meeting, participated by the concerned personnel (i.e. members of the Project Team, Heads of RETPCs, Japanese Experts, etc.) to discuss the overall progress of the action plans. The meetings have contributed to management of the project development.</p> <p>2) <u>Monitoring by JICA</u>: JICA has monitored the Project closely. The Project has submitted a semi-annual report to JICA Headquarters and JICA Indonesian Office in June and December (in Japanese). JICA has dispatched a Project Consultation Team for monitoring and reviewing the activities four times (i.e. in January 2003, January and December 2004, and February 2005). The Team sent in January 2004 reviewed the PO together with Indonesian side and agreed to modify the PO (PO ver.1). It sent another Project Consultation Team in June 2005 in order to monitor and review the activities and to formulate further operational plans of the Project. This Team also evaluated the Project from the five evaluation criteria. The Team and Indonesian side reviewed the PDM and agreed to modify some of the Objectively Verifiable Indicators for the Project Purpose (PDM ver.1). In addition, JICA formulated an Advisory Committee in June 2002 to support the Project from the view point of technical aspects. The meeting has been held twice a year.</p> <p>3) <u>Joint Coordination Committee</u>: The first meeting of Joint Coordination Committee was held in February 2003. Since then, the meetings have been held once a year: January 2004 and June 2005. At the meetings, the Project has reported the overall progress of the activities and plans and the members of the JCC has provided suggestions and recommendations. (Note: Functions of JCC delineated in the Master Plan of the Project includes: (1) to settle on the Annual Plan of Operations (APO) and the Annual Tentative Schedule of Implementation (ATSI) of the Project in line with the Plan of Operations (PO) and the Tentative Schedule of Implementation (TSI) formulated under the framework of the Record of Discussions; and (2) to review the overall progress of the PO as well as the achievement of the APO. Since neither APO nor ATSI has been prepared by the Project, the progress and achievement of the Project has not been monitored in the prescribed manner).</p> <p>4) <u>The PDM and the PO</u>: Most of the Indicators for the Outputs of the initial PDM (ver.0) were not well defined. Description of some of the Activities is vague. The PO initial (ver.0) lacked "expected outcome(s)" for each Activity. Person in charge and implementers as well as required Inputs were not specified for each Activity, either. It also lacked sub-activities. In the reviewing process, these issues have not been addressed. This has made it difficult for all those concerned to have common understanding of the overall implementation process and progress of the Project based on the PO as well as achievement at the Output level, using the Indicators of PDM.</p>
(2) Communication within the Project	-ditto-	<p>1) Smooth communication within the Project Team has contributed in creating a strong power house to support the establishment of RETPCs.</p> <p>2) Communication within RETPC, between the technical C/P dispatched from the central government and the local staff, required some time for a smooth communication. However, by the effort from both sides, solidarity between the two parties had been obtained during the later half of the cooperation. Currently RETPCs where the technical C/P returned to the central government, still communicate in order to receive additional assistance.</p> <p>3) RETPC South Kalimantan is still on the process of obtaining the solidarity, since the dispatch of technical C/P is half way through.</p>
3. Other factors that have affected the implementation process	-ditto-	The commitment to support SMEs by NAFED and DINAS has contributed for the smooth implementation of the Project.