

Annex 5: Evaluation by Five Criteria (1/11)

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

1. RELEVANCE:

Item	Source/Methods	Evaluation
1.1 Necessity		
(1) Relevance with the needs of Indonesia	Questionnaire, interviews with C/P, review of the document	The Overall Goal ("Promote the export of SMEs in the regions where RETPCs are established") is still relevant with the needs of Indonesia. 1. The SME and household/cottage industry accounts for a large share in terms of the number of establishment and employment in the manufacturing sector in Indonesia. 2. SMEs are a major employer of workers and vehicle for poverty reduction players in the development of local economy and community because they are closely linked to local economy.
(2) Relevance with the needs of the SMEs in the target Regions	-ditto-	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 SMEs that plan to start or expand export business in the regions where RETPCs have been established.
(3) Relevance with the organizational needs of NAFED/IETC.	-ditto-	The Project Purpose is still relevant with the organizational needs of NAFED/IETC, which are the implementing organizations as well as the target beneficiaries. 1. NAFED, which was established by Government of Indonesia in 1971, is a special service agency of then Ministry of Trade (MOT). According to the Scope of Work of NAFED (2005), duty of NAFED are 1) to formulate policy and establish guidelines to encourage the expansion of non-oil and gas products, 2) to provide information services and market coordination, 3) to implement and coordinate export promotion, and 4) to expand the range of export products and markets. The areas of services covered by NAFED include export information and promotion among others. 2. IETC, which was established under Ministry of Trade and in 1988, and became an implementing center for export training under NAFED in 1998.
1.2 Priority		
(1) Relevance with national development plan of Indonesia	-ditto-	The Overall Goal ("Promote the export of SMEs in the regions where RETPCs are established") is consistent with the latest national development plan (i.e. Indonesia's Five-Year Development Strategy 2004 to 2009"). According to its official Executive Summary, "improving the environment for efficient growth of SMEs" as well as "improving the environment for exports will focus on reducing costs of trade facilitation and increased promotional activities" is identified as key issues to be addressed among others.
(2) Relevance with ODA policies of Japan	Review of ODA policy documents	The Overall Goal and the Project Purpose are still consistent with ODA policies of Japan. 1. According to the "Official Development Assistance Charter" prepared by the Government of Japan, "Sustainable Growth" is one of the four priority issues. Under "Sustainable Growth", (i) trade and investment and (ii) information and communication technology are identified as important fields of cooperation among others. In addition, Asia, a region with close relationship to Japan, is a priority region for Japan. 2. According to the latest "Country Assistance Plan to Indonesia" (2004), promotion of small and medium sized enterprise is identified as one of the major priority areas.
1.3 Adequacy as means		
(1) Technological Advantage of Japan	Questionnaire, interviews with J/E	Over the years, JICA has extended a series of technical assistance to IETC as part of the assistance program for export promotion of SMEs. Through this cooperation, the capacity of IETC, as an implementing center for export training has been strengthened.

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(2) Appropriateness of the Project Design.		Integration of export training and information/promotion services for SMEs; NAFED is a special service agency to coordinate and carry out activities to develop the export of non-oil products while IETC is an implementing body of export training under NAFED. The Project is designed in a way which activities of these two organizations, whose target beneficiaries are the same (i.e. SMEs), are well coordinated to bring about synergic effects. In addition, both training and information/promotion functions are instituted under one roof at RETPCs and there are great opportunities to offer integrated services to SMEs in the regions.
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2. EFFECTIVENESS :

Items	Sources/ Methods	Evaluation
2.1 Achievement level of the Project Purpose	Review of accomplishment grid, questionnaire, interviews with C/P, J/E	<p>All of the model RETPCs have started to provide the services to SMEs already. As for RETPCs in 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. As for RETPC South Kalimantan, which was inaugurated in February 2005, the C/P from provincial government still receives full support from the technical C/P in running the activities.</p> <p>Judging from the results for the Objectively Verifiable Indicators, the Project Purpose has been fully achieved already. In the field of training, about 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</p>
2.2 Contribution of the Outputs to the Project Purpose	-ditto	Development of skills of C/P at NAFED, IETC, and RETPC in the field of export training as well as trade information and promotion is essential for RETPCs to be able to provide export training, trade information and promotion services to SMEs in the respective regions. Outputs have contributed to the achievement of the Project Purpose.
2.3 Important Assumptions	-ditto	The Important Assumption for the Project Purpose ("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") has been satisfied.
2.4 Other contributing /hampering factors	-ditto	No specific factors have been identified.

3. EFFICIENCY:

Items	Source/ Methods	Evaluation
3.1 Achievement level of Outputs	Review of accomplishment grid, progress reports, JCC reports, questionnaire, interviews with C/P, J/E	1. <u>Results of Questionnaires, Interviews, and Records of activities of REPTC</u> : Judging from the results of the questionnaires, interviews, and records of the activities at each REPTC, achievement level of the Outputs are mostly on schedule. Although skills of C/P from the provincial government at RETPC South Kalimantan have not been developed as much as those at the other RETPCs, which were inaugurated earlier, they have already acquired basic skills relevant to their activities.

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Items	Source/Methods	Evaluation
		<p>2. <u>Results of Objectively Verifiable Indicators:</u> It was found difficult to assess the current level of achievement of the Outputs against the Objectively Verifiable Indicators, because they are not clearly defined (and some of them are not relevant). For example, some starting with "(n)umber of" without specifying the expected number. Others begin with "(t)ypes of" without defining the types. However, the activities of RETPCs were monitored by their Annual Plan (AP) and judging from the results, the activities are mostly as planned.</p>
3.2 Important Assumptions	Interview with C/P, J/E.	Important Assumption for the Outputs ("Trained C/P continue working for NAFED/IETC and RETPCs) has been satisfied.
3.3 Inputs		
(1) Japanese side		
(a) Long-term expert	Review of accomplishment grid, progress reports, questionnaire, interviews with C/P, J/E	<p>1. <u>Timing:</u> The experts have been dispatched as scheduled.</p> <p>2. <u>Quality & Quantity:</u> The number and the fields of the long-term experts dispatched are in accordance with the Master Plan of the R/D as well as the PDM. Technical level and experiences of the dispatched experts have been relevant with their respective fields. It would have been more efficient if another long-term expert in the field of trade information and promotion utilizing IT had been planned and dispatched.</p>
(b) Short-term expert	-ditto-	<p>1. <u>Timing:</u> The experts have been dispatched according to the annual plans of Japanese inputs without delay. The plans were generally appropriate. However, more SMEs could have participated in the workshops if the proper timing is set.</p> <p>2. <u>Quantity:</u> The number of the dispatched experts was in accordance with the annual plans. On average, short-term experts have been sent for three weeks. The experts visited NAFED/IETC in Jakarta and 2-4 RETPCs in the target regions. Sometimes, the experts could spend only a few days at each RETPC. Although the duration of dispatch was according to the plans, some C/P felt it was too short for them to absorb knowledge and techniques transferred by the experts.</p> <p>3. <u>Quality:</u> Technical level, knowledge, and experiences of most of the short-term experts have been relevant with the needs of C/P and the SMEs. It would have been more efficient; however, if some of the experts had been better equipped with skills of transfer of knowledge.</p>
(c) Training in Japan	-ditto-	<p>1. <u>Timing:</u> C/P have been sent to Japan according to the annual plans of Japanese inputs without delay. The plans were considered to be appropriate. For example, a C/P at the Project Team was trained for "Client Server System Manager" in before the inauguration of RETPC East Java in September.</p> <p>2. <u>Quantity:</u> Number of the C/P dispatched and their training periods have been in accordance with the annual plans.</p> <p>3. <u>Quality:</u> Contents, fields and quality of training have been relevant with the needs of the C/P.</p> <p>4. <u>Utilization:</u> The dispatched C/P have utilized the knowledge, techniques, etc. acquired through the training in their activities. At RETPC South Sulawesi, the C/P gave about an-hour presentations on what he had learned in Japan to his colleagues at weekly meetings.</p>
(d) Equipment	-ditto-	<p>1. <u>Timing:</u> Equipment has been provided in accordance with the annual plans of Japanese Inputs without delay. Most of the equipment and facilities for RETPCs have been procured and installed prior to their respective inauguration, but those related to distance learning have been provided on lease when needed, utilizing the Japanese local activity budget. It is expected that they will be procured and will be installed at NAFED, IETC and REPTCs by the end of March 2006.</p> <p>2. <u>Quantity:</u> Appropriate.</p> <p>3. <u>Quality:</u> Items, specifications, and quality of the provided equipment have been appropriate.</p>

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Items	Source/ Methods	Evaluation
		<p>4. <u>Operation & Maintenance:</u></p> <ul style="list-style-type: none"> ➤ PCs and LAN systems for IT-training, Mini-library, etc: The suppliers provided two-day training for operation and maintenance to the relevant C/P at the time of installment at each site. Short-term Expert in IT Consultation also trained the PT and the C/P of RETPC East Java prior to the grand open of RETPC Surabaya. In addition, a C/P at the Project Team was trained in Japan for Client Server System Manager in time for the grand open of RETPC Surabaya. The Project Team has provided training to the C/P at RETPCs through lectures and on the job training. ➤ Equipment for distance learning: The equipment has been primarily operated by the technicians sent by the leaser., The equipment will be installed by end of March, and a two-day training program for operation and maintenance is planned to be implemented by the supplier and a C/P from NAFED at each site. <p>5. <u>Utilization:</u> The provided equipment is essential for the activities of RETPC. It has been fully utilized.</p>
(e) Local activity budget	-ditto-	<p>1. <u>Timing:</u> Local activity budget has been disbursed without delay.</p> <p>2. <u>Quantity:</u> Appropriate amount has been disbursed.</p>
(2) Indonesian side	-ditto-	
(a) C/P personnel	-ditto-	<p>1. <u>Timing:</u> C/P at the Project Team (NAFED and IETC) had been assigned prior to the commencement of the Project. For each RETPC, officials of NAFED and IETC were assigned as Head and Division Managers 3-4 months before the inauguration of respective RETPCs; and officials of DINAS as Vice Head, Vice Managers, and staff.</p> <p>2. <u>Quantity:</u> Appropriate</p> <p>3. <u>Quality:</u> Most of the C/P in Project Team and RETPCs are generally appropriate with the needs of the Project. However, some C/P in RETPCs still need improvement in English communication skill for daily activities such as giving information services to the exporters.</p>
(b) Land, building, and other facilities	-ditto-	<p>1. <u>Timing:</u> Except Surabaya (East Java), provision of building and other facilities for RETPCs was delayed for 5-9 months compared to the original schedule delineated in the Master Plan of the Project, mainly because of delay in administrative procedure and renovation of the buildings. In the case of RETPC South Kalimantan, which was established in February 2005, the period of assistance covered by the Project has become only one year and four months. The Project Office at IETC was prepared at the beginning of the Project.</p> <p>2. <u>Quantity:</u> Sufficient building and facilities for RETPCs to provide the required services. Each RETPC has one Auditorium (for 150 persons), two class rooms (for 20-30 persons), one PC room (for 20 PCs), and a room for Mini-Display (96-189 m²), and Mini-library (45-60 m²) as well as office rooms for staff. Office space for the Project provided at IETC is sufficient.</p> <p>3. <u>Quality:</u> In general, appropriate. But as for the building of RETPC South Sulawesi, which was constructed in April 2004, there has been a problem of leaking from the roof since its inauguration. The problem has not been fixed yet because the budget for repairing has not been provided by the provincial government. For the Indonesian fiscal year 2006, the budget is proposed by NAFED and the provincial government.</p>
(c) C/P budget from central government	-ditto-	<p>1. <u>Timing:</u> The budget has been disbursed in March to NAFED and IETC; and in April to RETPCs.</p> <p>2. <u>Quantity:</u> Necessary amount has been disbursed.</p>

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Items	Source/Methods	Evaluation
(d) C/P budget from provincial government	-ditto-	<ol style="list-style-type: none"> 1. <u>Timing</u>: Mostly, the budget has been disbursed in the second quarter. In the case of North Sumatera, however, disbursement for the Indonesian fiscal year of 2004 and 2005 was delayed seriously: the budget was disbursed in September for the fiscal year 2004 and 2005. This affected the activities of RETPC North Sumatera adversely: some of the planned activities in those 2 years were not able to be implemented. In addition, as for RETPC South Sulawesi, the budget for repairing of roof of the building has not been allocated in spite of the repeated request from the Project. As mentioned in (b)-3 above, NAFED and the provincial government proposed the budget for the fiscal year 2006. 2. <u>Quantity</u>: Not enough local budget to implement RETPCs activities without financial assistance from the central government.
(e) Others (Equipment from NAFED)	-ditto-	
3.4 Preconditions	-ditto-	<p>Precondition "A Technical Cooperation Agreement (TCA) is concluded between NAFED and respective provincial governments "was partly satisfied prior to the commencement of the Project.</p> <ol style="list-style-type: none"> 1. <u>East Java</u>: TCA was concluded in February 2002 2. <u>North Sumatera</u>: TCA was concluded in October 2004. 3. <u>South Sulawesi</u>: TCA has not been concluded yet. 4. <u>South Kalimantan</u>: TCA has not been concluded yet.
3.5 Coordination with other Japanese and international projects/schemes	Questionnaire, interviews with J/E	<ol style="list-style-type: none"> 1. <u>Japanese Projects/ Schemes</u>: Three technical C/P at the Project Team (IETC) and one C/P of RETPC East Java were trained for JICA-Net in Japan in Mar-Apr 2003 through a training course called "Promotion for the Implementation of the JICA-Net Project". In addition, as many as 60 persons (SMEs, provincial government officials, etc.) from East Java, North Sumatera, South Sulawesi, and South Kalimantan have been sent to Japan for 50 days through a JICA's scheme called "Country Focused Group Training Course on Support for Small and Medium Scale Industries in Agribusiness". At the level of RETPC, JICA's "Project for Strengthening of Polytechnic Education in Electric/Related Technology" in Surabaya has provided instructors and curriculum materials for IT training to RETPC East Java since July 2003. Also, Jakarta Office of Association of Overseas Technical Scholarship (AOTS), attached to Ministry of Economy, Trade and Industry of Japan, implemented a training course jointly with RETPC East Java in 2004, and RETPC North Sumatera in 2005. Three silver experts were dispatched to East Java, North Sumatera, South Sulawesi transferring technology to the respective SMEs in coordination with each DINAS and REPTCs in Japanese fiscal year 2003 and 2004. 2. <u>Other international assistance</u>: <ul style="list-style-type: none"> ➤ <u>RETPC East Java</u>: Coordination with AusAID (Experts from AusAID trained the REPTC's staff about International Trade Analysis in Feb. 2003); Coordination with NMCP (Netherlands Management Cooperation Programme) (Expert from NMCP trained SMEs about cut flower in 2004) ➤ <u>RETPC North Sumatera</u>: Coordination with Australian Business Volunteers (2 Volunteers (Management of Training, Management of Trade Information & Promotion) trained the RETPC's staff in July 2005) ➤ <u>IETC</u>: Coordination with The International Trade Center (ITC) (1 instructor from ITC gave guidance how to utilize their data base for the Exporters & Importers in the world in Feb. 2006) ➤ <u>NAFED</u>: Swiss Import Promotion Program (Experts from SIPP have trained NAFED's staff about product development since 2004 until now).

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Items	Source/Methods	Evaluation
3.6 Coordination with DINAS	Questionnaire, interviews with J/E, C/P, DINAS	<ol style="list-style-type: none"> Overall: Each RETPC is one and the only public institution under DINAS in the region to provide export services to the local SMEs. <u>East Java</u>: RETPC became one of the implementation bodies of the activities of DINAS, especially in conducting the foreign and domestic exhibition.. RETPC will soon integrate with the Business Training Office (BLDU) of DINAS and RETPC will have two main tasks; to provide service to the exporters and to promote entrepreneurs. <u>North Sumatera</u>: Head of DINAS work closely with the local parliament and the Governor in order to enhance the role of REPTC. Head of DINAS appointed appropriate staff of DINAS to fill in the post for Technical Counterpart starting January 2006. However, more coordination with the activities of foreign trade division of DINAS is recommended. <u>South Sulawesi</u>: DINAS having network with 4 districts in South Sulawesi have plans to cooperate with RETPC in alleviating poverty in the regions. Head of DINAS appointed appropriate staff of DINAS to fill in the post for Technical Counterpart starting January 2006. However, more coordination with the activities of foreign trade division of DINAS is recommended <u>South Kalimantan</u>: RETPC becoming the center in the region to provide export services to the local SMEs. RETPC is the implementation body of the policy formulated by DINAS.
3.7 Other contributing /hampering factors	Accomplishment grid, progress reports, C/P, J/E	No specific factors have been identified.

4. IMPACT:

Items	Source/Methods	Evaluation
4.1 Impact at the Overall Goal level		
(i) Impact on SMEs (in terms of application of what they learned at RETPCs, level of SMEs as exporters/traders that have utilized the services at RETPCs, & success stories)	Questionnaire, interviews with SMEs	<p>Overall: Overall Goal cannot be comprehensively evaluated due to ambiguous verifiable indicators. However, the services provided by the RETPCs started to contribute in promoting the export of SMEs in the respective regions to some extent.</p> <ol style="list-style-type: none"> <u>East Java</u>: Some of the alumni of RETPC acquired enough knowledge and skills to become one of the instructors of RETPC activities. At the same time alumni of RETPC created network among themselves sharing market information and distributing the new knowledge acquired from RETPC. Some SMEs have utilized the market information and promotion services, to contact potential partners overseas and have sent samples of their products to the concerned importers. <u>North Sumatera</u>: Some of the alumni of RETPC acquired enough knowledge and skills to become one of the instructors of RETPC activities. Some SMEs benefited from export training which can be applied immediately for export staff and new staff / beginners as well. One SME received receiving overseas market information from REPTC, which helped them enhance its export capacity. Others received buyer information helping them start making contact and sending some samples of their products. <u>South Sulawesi</u>: Many of SMEs interviewed by JET have started to apply what they learned through services provided by RETPC such as export know-how, trade information. Some SMEs had success in business matching through the Mini-display since the foreign buyers' visit. <u>South Kalimantan</u>: Although RETPC was established only a year ago, it has been giving positive influence upon the local SMEs to some extent. They have wakened up for the external business. For example, a good

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		relationship among alumni members has been fostered, sharing information on market of their products. More clear impacts are expected to be recognized by the termination of the extended support from NAFED in December 2006.
4.2 Other impacts		
(1) Positive impacts	Questionnaire, interviews with J/E, C/P, M/ES, DINAS	<p>Overall:</p> <ul style="list-style-type: none"> ➤ Establishment of RETPCs has contributed to improvement of DINAS staff capabilities. ➤ Alumni of RETPC have created a network among themselves and mutual benefit among alumni. ➤ DINAS and stakeholders (Chamber of Commerce, Business Association, Universities, and other institutions) have a partner to assist their members in term of export. <p>1 <u>East Java:</u></p> <ul style="list-style-type: none"> ➤ Utilizing local instructors from RETPC East Java for IETC training services, either in Surabaya or other cities (i.e. / IETC training in Solo). ➤ RETPC could help DINAS function to support SMEs in export development. ➤ Establishment of Advisory Committee at RETPC improve the cohesiveness of cooperation among stakeholders (i.e. Business Association, forwarders, and custom) to socialize new system. (i.e. Electronic Data Interchange (EDI)) <p>2 <u>North Sumatera:</u></p> <ul style="list-style-type: none"> ➤ Business Association has a partner to assist their members in term of export. ➤ RETPC are able to help DINAS function to support SMEs in export development. ➤ Alumni of RETPC have created a network among themselves and mutual benefit among alumni. <p>3 <u>South Sulawesi:</u></p> <ul style="list-style-type: none"> ➤ RETPC are able to help DINAS function to support SMEs in export development. ➤ Utilizing local instructors from RETPC South Sulawesi for IETC training services, both in Jakarta and Kendari. <p>4 <u>South Kalimantan:</u></p> <ul style="list-style-type: none"> ➤ Alumni of RETPC have created a network among themselves and mutual benefit among alumni.
(2) Negative impacts	-ditto-	Negative impacts have not been observed. They are not foreseen, either.

5. SUSTAINABILITY:

Items	Source/Methods	Evaluation
5.1 Institutional Aspects		
(1) Policy support	Questionnaire, interviews with J/E, C/P	Government policy supporting promotion of SMEs will continue after the end of the Project.
(2) Organizational stability of RETPCs		<p>1. <u>East Java:</u> According to the Head of DINAS, RETPC being a significant unit for export development, the DINAS will expand RETPC to be one of the "Unit Pelaksana Teknis Daerah (UPTD)" same level as 3rd echelon unit in the future so that it can optimize the programs in boosting non oil and gas export. A proposal to give RETPC an official UPTD status is still being in process within the Provincial Government.</p> <p>2. <u>North Sumatera:</u> According to the official plan of DINAS, it will submit a proposal to the provincial government in 2007. It is expected that the UPTD</p>

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Items	Source/ Methods	Evaluation
		<p>will be obtained in 2008.</p> <p>3. <u>South Sulawesi</u>: According to the Head of DINAS, RETPC is expected to obtain the UPTD in 2007.</p> <p>4. <u>South Kalimantan</u>: The Head of DINAS explained that it would be difficult for RETPC to become UPTD in near future due to restriction of local regulations. However, DINAS has a plan to propose to the local parliament to give the UPTD status to RETPC.</p>
(3) Posting of C/P	-ditto-	
(a) NAFED/ IETC	-ditto-	C/P from NAFED/IETC are government employees and their employment is ensured. It is also expected that staff of NAFED/IETC trained through the Project will be posted in the positions relevant to export training, information and promotion services after the end of the Project.
(b) RETPC	-ditto-	It is expected that C/P from the provincial governments trained through the Project will remain in RETPCs and will be posted in appropriate position to sustain the effect of the Project.
(4) Management capacity	-ditto-	
(a) NAFED/IETC	-ditto-	Both NAFED and IETC have managed the Project without any serious problems. It is expected that they will be able to manage the relevant activities by themselves after the end of the Project.
(b) RETPC	-ditto-	<p>1 <u>East Java</u>: The C/P from the provincial government has acquired enough knowledge and skills in managing the RETPC. The C/P have run the RETPC by themselves since the technical C/P from the Project Team (NAFED/IETC) withdrew in December 2004. It is expected that the RETPC will be able manage its activities with little assistance from NAFED/IETC after the end of the Project, provided that good coordination with DINAS continues.</p> <p>2 <u>North Sumatera & South Sulawesi</u>: The C/P from the provincial governments have acquired enough knowledge and skills in managing the RETPC. They have managed the RETPCs by themselves since the technical C/P from the Project Team left in December 2005. It is expected that the RETPCs will be able to manage without periodical assistance from NAFED and IETC along with good team work within RETPC.</p> <p>3 <u>South Kalimantan</u>: Since the RETPC was inaugurated only a year ago, transfer of managerial skills from the C/P from the Project Team is still in a process. Continuous support from NAFED and IETC along with the good communication within REPTC will be necessary for the sustainability of RETPC.</p>
(5) Support for RETPCs from NAFED/IETC	-ditto-	<p>NAFED has extended its assistance to the RETPCs for 6 months until the end of year 2006. However, continuous support from NAFED is secured since they are planning to sign MoU (Memorandum of Understanding) with respective provincial government where RETPC is established, after the termination of the Project. NAFED also have plans to improve the capacity of its staff regarding trade information & promotion services that will be supporting RETPC's activities. In addition, NAFED plans to start some activities in the area of product development to improve product competitiveness through introducing product brand and industrial cluster. The RETPCs would be involved in those activities.</p> <p>IETC has a monitoring and evaluation budget to assist RETPCs even after the Project is terminated.</p>

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(6) Coordination with other relevant organizations	-ditto-	<p>RETPCs have coordinated with the relevant local organizations in the field of export training, trade information and promotion.</p> <ol style="list-style-type: none"> 1. <u>East Java</u>: RETPC has coordinated with district governments/DINAS, Chamber of Commerce, Business Association, Bank Export Indonesia, and universities in carrying out their activities. 2. <u>North Sumatera</u>: RETPC has coordinated with district governments/DINAS, Chamber of Commerce, North Sumatera University, DINAS Cooperative, Business Associations, Bank Export Indonesia, PT Bank Mandiri, Australia Business Volunteer, etc. for trade promotion training and seminars. 3. <u>South Sulawesi</u>: RETPC has coordinated with district governments/DINAS, Chamber of Commerce, Business Associations, Bank BRI, Bank Mandiri, PT. IKI, PT Samudera Indonesia, KALLA lines, PT. Propan Raya, University of Hasannudin, Polytechnique on Agriculture Pangkep. 4. <u>South Kalimantan</u>: RETPC plans to establish a good relationship with other relevant organizations, including Chamber of Commerce. <p>The coordination is likely to continue after the end of the Project.</p>
5.2 Financial Aspects	Questionnaire, interviews with J/E, C/P, DINAS	
(a) NAFED/IETC		NAFED/IETC has no problem to carry out the relevant activities after the termination of the Project.
(b) RETPC		Once a RETPC becomes UPTD, a part of DINAS, it will receive budget from respective provincial government annually. RETPCs will be able to obtain revenues from provision of training services, and others.
5.3 Technological Aspects		
(1) Technical capacity of C/P		
(a) C/P from NAFED and IETC	Questionnaire, interviews with J/E, C/P	<p>For export training services, the technical C/P (from IETC) has obtained enough knowledge accumulation of techniques to transfer to RETPC including self-financing system.</p> <p>For the trade information and promotion services, the technical C/P (from NAFED) have become able to transfer their skills to the C/P at RETPCs. However, they need further improvement in their capacity in order to provide a higher quality of services in more effective and efficient manner.</p>
(b) C/P from the provincial governments at RETPCs	-ditto-	<p>As for RETPCs in East Java, North Sumatera, and South Sulawesi, technical capacity of the C/P from the provincial government has been upgraded steadily. They have acquired basic skills and knowledge necessary for provision of the relevant services to SMEs. For example, every year RETPCs introduce new training topics, according to the needs of business society. Since the technical C/P from the Project Team withdrew in December 2004 (in the case of East Java) and in December 2005 (in the cases of North Sumatera and South Sulawesi), they have managed to plan, implement, monitor, and evaluate their activities by themselves. It is expected that C/P at RETPC East Java will be able to provide the services to SMEs with little assistance from NAFED/IETC after the end of the Project. The C/P at RETPCs in North Sumatera and South Sulawesi also will be able to provide the services but still need necessary assistance from NAFED/IETC even after the end of the Project. With regard to RETPC South Kalimantan, which was inaugurated just a year ago, transfer of skills from the C/P from the Project Team is still ongoing. Although technical capacity of the C/P from the provincial government has increased gradually, they would not be able to provide the services to SMEs by themselves by the end of the Project. Continuous support from NAFED and IETC along with the good communication among themselves would be required after the end of the Project.</p> <p>The followings are suggestions for further improvement of the technical</p>

Annex 5: Evaluation by Five Criteria (10/11)

Items	Source/ Methods	Evaluation
		<p>capacity of the C/P:</p> <ol style="list-style-type: none"> 1. <u>General</u>: Some of the C/P needs to improve their English, which is an essential tool for their work. The C/P need to master fundamental IT skills to upload their data base to their web-sites, to retrieve information through internet, daily operation and maintenance of IT (including distance learning system), etc. 2. <u>East Java</u>: <ul style="list-style-type: none"> ➤ Training: The C/P (Training Management) are confident and able to organize training services and implement training management cycle. C/P (IT) has a sufficient knowledge and know-how for daily operation and maintenance of IT. ➤ Information and promotion: The C/P still need to acquire knowledge on the product information in the foreign market, including Japan, and skills in preparing a catalogue for Mini-display. 3. <u>North Sumatera</u> <ul style="list-style-type: none"> ➤ Training: Although the C/P are able to organize training services by themselves, more practices in training management cycle are needed. ➤ Information and promotion: C/P are able to provide services such as Mini-display, however they still need more knowledge on product and business information of other countries. 4. <u>South Sulawesi</u> <ul style="list-style-type: none"> ➤ Training: Although the C/P are able to organize training services by themselves, they acknowledge the needs for further capacity building, especially in the field of IT. ➤ Information and promotion: The C/P need to further acquire knowledge to arrange business matching and to operate IT equipments. They need to learn more practical business knowledge from local business community. 5. <u>South Kalimantan</u> <ul style="list-style-type: none"> ➤ Training: The C/P have confidence in organizing training services, however to develop new training programs, they need more experience. ➤ Information and promotion: Since the visitors are limited in Mini Display, the C/P need to improve its management skill such as selection of product, improving layout, and promotion in order to attract visitors. ➤ IT management: The C/P need more experience in operating and maintaining IT equipments.
(2) Utilization and dissemination of the transferred technologies		
(a) NAFED/IETC	Questionnaire, interviews with J/E, C/PMEs, DINAS	Techniques, methods, know-how, and information transferred through the Project are relevant with the technical needs and levels of the Project Team.
(b) RETPC	-ditto	<p>Techniques, methods, know-how, and information transferred through the Project have been relevant with the technical needs and levels of RETPCs. RETPCs in East Java, North Sumatera, and South Sulawesi have already developed mid-term strategic plans. As for RETPC South Kalimantan, they are on the process of developing the plan.</p> <p>In order to make their service relevant with the needs of SMEs, RETPC East Java has discussed and analyzed them at its Advisory Committee. RETPC North Sumatera and South Sulawesi plans to hold a meeting with its Advisory Committee members for the same purpose.</p> <p>For training services, RETPCs have conducted training needs surveys when they organize socialization activities (i.e. workshops/seminars for promotion of RETPCs) for SMEs. Result of training evaluation and training need survey are</p>

Annex 5: Evaluation by Five Criteria (11/11)

Items	Source/Methods	Evaluation
		<p>used for improvement of the curriculum based on the needs. It is important to update the content of the training curriculum to give more impact on SMEs.</p> <p>As for the Mini-display, contrary to the expectations of the exhibitors, not many of them have been able to get in contact with the potential buyers. Recognizing this problem, RETPC East Java takes selected SMEs to national and foreign exhibitions. (They will select the SMEs based on criteria developed by RETPC East Java). RETPC North Sumatera is planning to renew their Mini-display to invite more visitors. RETPC South Sulawesi has plans to organize an alumni product exhibition three times in 2006, which alumni of other RETPCs are invited as well. They feel that inviting foreign buyers is still difficult: it plans to target local market for the time being. RETPC South Kalimantan is developing a list of SMEs in the region. They obtained a list of potential buyers from Trade Attaché and providing it to SMEs.</p> <p>Regarding Mini-library, all the RETPCs have limited budget to fulfill the needs of the users. As for RETPC East Java all requests from the users are recorded.. However only few requests can be answered. RETPC East Java plans to buy three more computers to be used to find information through internet.</p>
(3) Utilization of the provided machinery and equipment	Questionnaire, interviews with J/E, C/P	<p>Both NAFED and RETPC suffer from lack of budget for Operation and Maintenance cost of IT equipments, since it is one of the lowest priority item to be disbursed from the government. In order for IT equipments to be operated smoothly and continuously, a sufficient budget needs to be allocated. At the same time, staff of NAFED and RETPC need more knowledge to maintain the equipments and staff of RETPC, except East Java, lack sufficient skill to operate the equipments as well; hence need to emphasize in in-house training to increase the capacity of IT staff. Some Operation Manuals for IT equipment provided by the supplier to each RETPC are underutilized because they are not fully translated into Indonesian language. For securing sustainability continuous in-house training and Indonesian written manual is indispensable to compensate for the reshuffling of the staff.</p>

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Appendix A-1a : List of Japanese Expert

1. JICA Long Term Expert (3persons x 4years)

Field of	Name	Period	PT(NAFED/IETC)	East Java	North Sumatera	South Sulawesi	South Kalimantan
-Chief Advisor	Mr. Hiroshi NAKANO	1 July 2002 - 30 June 2004					
	Mr. Koichi OMIURA	20 June 2004 - 14 Apr 2005	○	○	○	○	
	Mr. Toshio ASAKURA	18 May 2005 - 30 June 2006					
-Marketing for Export Promotion	Mr. Shoji KOHMURA	1 July 2002 - 30 June 2006	○	○	○	○	
-Project Coordinator	Mr. Akihiko MORINAGA	1 July 2002 - 30 June 2006	○	○	○	○	

2. JICA Short Term Expert (17 persons)

Field of	Name	Period	PT(NAFED/IETC)	East Java	North Sumatera	South Sulawesi	South Kalimantan
JFY2002 (July 2002 - March 2003)							
-IT Consultation	Mr. Yoichi KOGURE	28 July 2002 - 16 Aug 2002	12 persons (NAFED; IETC:7)	7 persons (RETPC4 DINAS.3)	-	-	-
-Export Strategy to Japan (STP: Furniture)	Mr. Masaaki DOSAKA	18 Sep 2002 - 2 Oct 2002	15 persons (IETC)	22 persons (Training Program)	-	-	-
-Exhibition Management	Mr. Hiroshi TSUYAMA	27 Oct 2002 - 9 Nov 2002	23 persons (NAFED; IETC:3)	15 persons (RETPC5 DINAS.5)	-	-	-
-Mini Resource Center Management	Ms. Seiko SEKINE	16 Feb 2003 - 2 Mar 2003	11 persons (NAFED; IETC:4)	5 persons	-	-	-
-Web Design	Mr. Yoichi KOGURE	2 Mar 2003 - 15 Mar 2003	6 persons (NAFED; IETC:3)	1 person	-	-	-
JFY2003 (April 2003 - March 2004)							
-Quality Control for Food Industry (STP)	Mr. Isao UEDA	23 Feb 2004 - 5 Mar 2004	13 persons (IETC)	-	42 persons (Training Program)	-	-
JFY2004 (April 2004 - March 2005)							
-Exhibition Management	Mr. Yoshinori DATE	24 May 2004 - 3 Jun 2004	14 persons (NAFED)	-	17 persons	13 persons	-
-Quality Control for Food Industry (STP)	Mr. Isao UEDA	23 Aug 2004 - 3 Sep 2004	18 persons (NAFED)	36 persons	-	34 persons	-
-Mini Resource Center Management	Ms. Seiko SEKINE	26 Sep 2004 - 30 Oct 2004	8 persons (NAFED; IETC:2)	-	6 persons	6 persons	-
-Export Marketing (STP: Furniture)	Mr. Takeshi YOSHIKAWA	27 Feb 2005 - 10 Mar 2005	25 persons (IETC: 5 persons)	-	-	24 persons	48 persons
JFY2005 (April 2005 - March 2006)							
-Supporting Coordinator	Mr. Shoichi YOSHIIJIMA	18 Apr 2005 - 15 Jul 2005	0 (NAFED/IETC)	-	-	-	-
-Effective Management for Distance Learning	Mr. Kunitoshi SAITO	17 Aug 2005 - 31 Aug 2005	21 persons	-	-	-	-
-Exhibition Management	Mr. Makoto KOBARA	27 Jul 2005 - 10 Aug 2005	55 persons	2 persons	2 persons	2 persons	31 persons
-Round Training for Trade Promotion (STP: Food Processing Industry)	Mr. Kiyoshi ISHIKAWA	7 Jul 2005 - 16 Oct 2005	11 persons (NAFED)	20 persons	50 persons	22 persons	24 persons
-IT Management	Mr. Yoichi KOGURE	25 Jul 2005 - 12 Aug 2005	9 persons (NAFED; IETC: 3)	-	-	-	-
-Library Management	Ms. Seiko SEKINE	12 Sep 2005 - 23 Sep 2005	7 persons (NAFED; IETC:1)	2 persons	2 persons	2 persons	2 persons
-Workshop for Trade Promotion (STP: Handicraft)	Mr. Kenshi SHIMADA	17 Nov 2005 - 7 Dec 2005	30 persons	45 persons	39 persons	23 persons	35 persons

Appendix A-1b : List of CP trained in Japan

1/2

JFY2002 (July 2002 - March 2003)

Client Server System Designer : 13 May 2002 - 17 Sep 2002 (1 person)

No	Name	Organization	Position	Remarks
1	Mr. Irwan Syaiful	IETC	Instructor on Computer and Internet Training	

Trade Promotion : 24 Nov - 18 Dec (2 persons)

No	Name	Organization	Position	Remarks
1	Mr. Suprayogo	RETPC East Java	Manager of Trade Information and Promotion Div.	
2	Mr. Saiful Jassan	RETPC East Java	Vice Manager of Trade Information and Promotion Div.	

JFY2003 (April 2003 - March 2004)

IT Division Manager : 25 Aug 2003 - 8 Nov 2003 (1 person)

No	Name	Organization	Position	Remarks
1	Mr. Bambang Purnomo	NAFED	Head of Network System Information Section	

Trade Promotion : 24 Oct 2003 - 22 Nov 2003 (4 persons)

No	Name	Organization	Position	Remarks
1	Ms. Maria Anesia Situmorang	RETPC North Sumatera	Manager of Trade Information and Promotion Div.	
2	Mr. Mohammad Irsan	RETPC North Sumatera	Vice Manager of Trade Information and Promotion Div.	
3	Mr. Andi Ruswar	RETPC South Sulawesi	Manager of Trade Information and Promotion Div.	
4	Mr. Nurazikin Syamsuddin	RETPC South Sulawesi	Vice Manager of Trade Information and Promotion Div.	

Marketing for Export Promotion : 11 Jan 2004 - 14 Feb 2004 (10 persons)

No	Name	Organization	Position	Remarks
1	Mr. Saiful Jassan	RETPC East Java	Manager of Trade Information and Promotion Div.	
2	(Mr. Haryanto)	NAFED	Head of Administration Section Center for Asia Region	
3	(Mr. Lani)	DINAS East Java	Manager of Industrial Permit Div.	
4	(Mr. Robin Setiabudi)	PT. Bukit Mustika Persada	Director	SME East Java
5	(Ms. Arif Anita Kusumawati)	UD. KUSUMA	Director	SME East Java
6	(Mr. Indranto Subur Purwo)	Kamikawi	Director	SME East Java
7	(Ms. Anita Trisusilowati)	CV. Cakrawala Persada	Director	SME East Java
8	(Ms. Riyan Tias Pertiwi)	UD Riawan Tani	Accountant	SME East Java
9	(Ms. Noviana Shinta)	Hoggy Art Glass	Vice Manager	SME East Java
10	(Ms. Winda Hengelia)	PT. ITC Asia Pacific	Marketing Development	SME East Java

JFY2004 (April 2004 - March 2005)

Web Application Server System Designer : 21 Sep 2004 - 13 Mar 2005 (1 person)

No	Name	Organization	Position	Remarks
1	Mr. Aksamil Khair	NAFED	Head of System Database Section	

Trade Promotion : 8 Nov 2004 - 30 Nov 2004 (2 persons)

No	Name	Organization	Position	Remarks
1	Mr. Affan Renaldi	RETPC South Kalimantan	Manager of Information and Promotion Div.	
2	Mr. Nurhuansyah	RETPC South Kalimantan	Vice Head of Information and Promotion Div.	

Marketing for Export Promotion : 10 Oct 2004 - 12 Nov 2004 (19 persons)

No	Name	Organization	Position	Remarks
1	(Mr. Andang Iskandar)	NAFED	Center for Expot Information and Training	
2	Mr. Budi Handoko	RETPC North Sumatera	Manager of Training Div.	
3	Ms. Novie Sri Wahyuni	RETPC North Sumatera	Staff of Admin Div.	
4	(Mr. Hanafiah Daniel)	DINAS North Sumatera	Staff of Foreign Trade Division	
5	(Mr. Muhammad Misbah)	DINAS North Sumatera	Staff of Foreign Trade Division	
6	(Ms. Christina Suwardi)	PT. Baja Agung Kharisma Utama	Marketing Executive in Export	SME North Sumatera
7	(Mr. Handri Agus Sukendoro)	CV. Multi Mineral	Director	SME North Sumatera
8	(Mr. Fachreza Saleh)	PT. Genteng Pioneer Indonesia	Marketing Manager	SME North Sumatera
9	(Ms. Liska Aris)	PT. Samrock Manufacturing Corp.	Export Import Staff	SME North Sumatera
10	(Ms. Suriana)	PT. Citra Kalpika Mas	Head of Marketing	SME North Sumatera
11	(Mr. Azmir Bahrainy)	PT. Utama Agung Mandiri	Marketing Staff	SME North Sumatera

Appendix A-1b : List of CP trained in Japan

2/2

No	Name	Organization	Position	Remarks
12	(Ms. Lili Hadi)	PT. Cipta Mebelindo Lestari	Head of Marketing	SME North Sumatera
13	(Ms. Betty Yuriko Sitompul)	CV. Sekar Bumi Sari	Director	SME North Sumatera
14	(Ms. Djuliah Gani)	PT. Gaya Sentosa Lestari	Senior Marketing Manager	SME North Sumatera
15	(Ms. Cahyono Dwi Waspodo)	Sri Sultan Furniture	Director	SME North Sumatera
16	(Mr. Mirza Muhammad Daulay)	PT. Permata Hijau Sawit	Staff of Export / Import	SME North Sumatera
17	(Mr. Rudi Hasan)	PT. Bintang Terang Lestari Abadi	Marketing Manager	SME North Sumatera
18	(Ms. Nursyamsidar)	PT. Agra Cahaya Kemala	Staff of Marketing	SME North Sumatera
19	(Mr. Sugianto Makmur)	PT. Niaga Makmur Kekal Lestari	Director	SME North Sumatera

JFY2005 (April 2005- March2006)

Trade Promotion : 12Nov2005-10Dec2005 (5persons)

No	Name	Organization	Position	Remarks
1	Ms. Astri Permatasari	NAFED	Staff of Secretariat	
2	Mr. Eka Setya Budi	RETPC East Java	Vice Manager of Information and Promotion Div.	
3	Mr. Azrai Ridoh Hanafiah	RETPC North Sumatera	Vice Manager of Training Div.	
4	Mr. Chairil Burhan	RETPC South Sulawesi	Vice Head	
5	(Mr. Zainuddin Japar)	DINAS South Kalimantan	Promotion and International Cooperation	

Marketing for Export Promotion : 12Nov2005-10Dec2005 (18persons)

No	Name	Organization	Position	Remarks
1	Mr. Widly Haryono	NAFED	Center for Information Services	
2	Mr. Hayun Nur	RETPC South Sulawesi	Vice Head of Information and Promotion Div.	
3	(Mr. Fernandez Lambertus)	DINAS South Kalimantan	Section of Export Promotion	
4	Mr. Nurhuansyah	RETPC South Kalimantan	Vice Head of Information and Promotion Div.	
5	(Ms. Siti Djumiah)	DINAS South Kalimantan	Head of International Trade	
6	(Ms. Eka Mariani)	UD. Tuliggal Putri Mandiri	Director	SME South Sulawesi
7	(Mr. Muslimin Abu Bakar)	Angin Mamiri Shop	Manager	SME South Sulawesi
8	(Mr. Rahman)	Sinar Surya	Director	SME South Sulawesi
9	(Mr. Aliyani Syukur)	PT. Madusakti Agroutama	Director	SME South Sulawesi
10	(Mr. Masrikan)	CV. Rikan's Jepara	Director	SME South Sulawesi
11	(Ms. Bekti Handayani)	UD. Mahoni Indah	Marketing Manager	SME South Sulawesi
12	(Ms. Siti Nurhidayah)	PT. Samsang Segi	Export Marketing	SME South Kalimantan
13	(Mr. Basuki Rahmat)	UD. Basuki Rahmat Furniture	Director	SME South Kalimantan
14	(Mr. Madjid Samad)	Madjid Samad Furniture	Chief of Marketing	SME South Kalimantan
15	(Mr. Syahyuni)	Citra Meubel	Director	SME South Kalimantan
16	(Mr. M. Supiani)	PT. Ratna Kacang Telor	Director	SME South Kalimantan
17	(Mr. Tidara Trikadi Busana)	PT. IDS Elite	Manager	SME South Kalimantan
18	(Ms. Arbayah)	CV. Mulawarman Indah	Marketing	SME South Kalimantan

The Third Country Training Program

Technical Exchange Program in Malaysia : 4May2003-10May2003 (8persons)

No	Name	Organization	Position	Remarks
1	Mr. Saiful Jassan	RETPC East Java	Vice Manager of Trade Information and Promotion Div.	
2	Ms. Ninik Margirim	RETPC East Java	Vice Manager of Training Div.	
3	Mr. Wawan Sudarmawan	RETPC North Sumatera	Head of RETPC	
4	Mr. Fitra Kurnia	RETPC North Sumatera	Vice Head of RETPC	
5	Mr. Muhammad Irsan	RETPC North Sumatera	Vice Manager of Trade Information and Promotion Div.	
6	Ms. Handaya Retno	RETPC South Sulawesi	Head of RETPC	
7	Mr. Hassan	RETPC South Sulawesi	Vice Head of RETPC	
8	Mr. Nur Azikin Syamsuddin	RETPC South Sulawesi	Vice Manager of Trade Information and Promotion Div.	

Appendix A-1c : List of major equipment

LAN System & PCs

No.	Item	Total Quantity	NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan
1	File Server	5	-	1		1	1	1
2	Firewall	5	-	1	1	1	1	1
3	PC for Digital Contents Development	12	-	4	2	2	2	2
4	PC for Library Management	4	-	-	1	1	1	1
5	PC for Information Retrieval in Library	4	-	-	1	1	1	1
6	PC for Training	83	-	-	20	21	21	21
7	Digital Video Camera	5	-	1	1	1	1	1
8	Digital Still Camera	4	-	-	1	1	1	1
9	DV Video Player	5	-	1	1	1	1	1
10	Headphone with Microphone	89	-	4	22	21	21	21
11	Color Ink-Jet Printer	6	-	2	1	1	1	1
12	Network Laser Printer (B/W)	9	-	1	2	2	2	2
13	Scanner	5	-	1	1	1	1	1
14	CD-R Automatic Duplicator	1	-	1	-	-	-	-
15	Notebook PC for Presentation	5	-	1	1	1	1	1
16	LCD Projector	5	-	1	1	1	1	1
17	Document Camera	4	-	-	1	1	1	1
18	ISDN Dial up Router	5	-	1	1	1	1	1
19	LAN Cable	5sets	-	1 set	1 set	1 set	1 set	1 set
20	Switching HUB	6	-	2	1	1	1	1
21	HUB	14	-	1	2	3	3	5
22	UPS	92	-	6	26	20	20	20
23	OHP Screen	4	-	-	1	1	1	1
24	White Board	16	-	-	4	4	4	4
25	Photocopy Machine	4	-	-	1	1	1	1

Equipments for conducting Distance Learning (Inc. Video Conference)

No.	Item	Total Quantity	NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan
1	Video Conference Equipment (MCU Function)	1	-	1	-	-	-	-
2	Video Conference Equipment	5	1	-	1	1	1	1
3	Plazma Mini-display	1	-	1	-	-	-	-
4	Monitor Flat Screen	5	1	-	1	1	1	1
5	Audio Mixer	5	-	1	1	1	1	1
6	Audio Speaker	10	-	2	2	2	2	2
7	Video Mixer	5	-	1	1	1	1	1
8	Camera Lighting	10	-	2	2	2	2	2
9	Scan Converter	5	-	1	1	1	1	1
10	Headset & Head station	25	-	5	5	5	5	5
11	Digital Video Camera	6	1	1	1	1	1	1
12	LCD Projector & Screen	6	1	1	1	1	1	1

Books

No.	Item	Total Quantity	NAFED	IETC	East Java	North Sumatera	South Sulawesi	South Kalimantan
1	Books for Library	207	62	21	34	30	30	30

Appendix A-2 : Record of Indonesian Inputs (Project Team)

1) Administrative C/P

No	Position	Name of C/P	Organization	Title/Organization	Assignment Period
1	Project Director	Mr. Rhenald Kasali	NAFED	Acting Chairperson of NAFED	Jun2005 -
		Ms. Diah Maulida	NAFED	Former Chairperson of NAFED	Jul2002 - Jun2005
2	Vice Project Director	Ms. Hesti Indah Kresnarini	NAFED	Secretary of NAFED	Jun2005 -
		Mr. Erfandi Tabrani	NAFED	Former Secretary of NAFED	Jul2002 - Jun2005
3	Project Manager	Mr. Rahayubudi	NAFED	Director of Center for Export Information and Services, NAFED	Aug2002 -
		Ms. Nus Nuzulia Ishak	NAFED	Former Director of Center for Export Information and Services, NAFED	Jul2002 -
4	Vice Project Manager	Mr. Nursal Baharuddin	IETC	Director of Indonesia Export Training Center	Apr2003 -
		Ms. Ratna Djuwita	IETC	Former Director of Indonesia Export Training Center	Jul2002 - Mar2003
5	Project Coordinator	Mr. Sahala Aritonang	NAFED	Head of Administration Subdivision	Jul2002 -
		Mr. Ikhwan Aman	NAFED	Head of Information Services and Training Subdivision	Jul2002 - Oct2005
		Mr. Syahril Safri	NAFED	Head of Information Services, CEIT	Jul2002 -
6	Project Coordinator	Ms. Utari Kurnianingsih	IETC	Head of Evaluation & Reporting Section, IETC	Sep2005 -
		Ms. Susjanti	IETC	Head of Evaluation & Reporting Section, IETC	Jul2002 - Sep2005
7	Project Budget	Mr. Ari Satria	NAFED	Head of Development Program Subdivision	Jul2002 -

2) Technical C/P

Output ① : Management and Technology Transfer in RETPC

No	Technical Field	Name of C/P	Original	Title	Assignment Period
1	RETPC South Kalimantan	Mr. Rustam Effendi	(NAFED)	Head of RETPC	May2005 - Dec2007
	RETPC East Java	Ms. Utari Kurnianingsih	(IETC)	Head of RETPC	Jun2002 - Dec 2004
	RETPC East Java	Mr. Wijaya	(IETC)	Head of Training Division	Jun2002 - Dec 2004
	RETPC East Java	Mr. Suprayogo	(NAFED)	Head of Promotion and Information Division	Jun2002 - Jul2003
	RETPC North Sumatra	Mr. Drs. Wawan Sudarmawan, Msi	(IETC)	Head of RETPC	Jan2004 - Dec2005
	RETPC North Sumatra	Mr. Drs. Budi Handoko	(IETC)	Head of Training Division	Jan2004 - Dec2005
	RETPC North Sumatra	Ms. Dra Maria Anesla Situmorang, BA	(NAFED)	Head of Promotion and Information Division	Jan2004 - Dec2005
	RETPC South Sulawesi	Ms. Handaya Retno	(IETC)	Head of RETPC	Jan2004 - Dec2005
	RETPC South Sulawesi	Ms. Sri Kuswahyuni Hidayati	(IETC)	Head of Training Division	Jan2004 - Dec2005
	RETPC South Sulawesi	Mr. Andy Ruswar	(NAFED)	Head of Promotion and Information Division	Jan2004 - Dec2005
	RETPC South Kalimantan	Mr. Itniwardi	(IETC)	Head of RETPC	Oct2004 - Feb2005

Output ② : Training

No	Technical Field	Name of C/P	Organization	Title	Assignment Period
1	Training in RETPC	Mr. Achmad Mochtar	RETPC South Kalimantan	Head of Training Division	Jan2005 - Dec2007
2	Transfer Training Management	Mr. Maulani	IETC	Head of Promotion and Cooperation Section	Jul2002 -
3	System (Including D/L)	Ms. Chandrini Mestika Dewi	IETC	Head of Education and Training Program Section	Jan2003 -
		Ms. Respati Diah	IETC	Promotion & Cooperation Section	Jul2002 - Jul2005
4		Ms. Vivjarini	IETC	Education and Training Program Section	Jul2002 -
5		Ms. Didiek Widjawati	IETC	Promotion & Cooperation Section	Jul2002 -
6	Curriculum Development	Ms. Merry Maryati	IETC	Instructor	Jul2002 -
		Mr. Tambunan	IETC	Instructor	Jul2002 - Jun2005

Output ③ : Training Utilizing IT

No	Technical Field	Name of C/P	Organization	Title	Assignment Period
1	Training Management for Distance Learning	Ms. Utari Kurnianingsih	IETC	Head of Evaluation and Reporting Section, IETC	Sep2005 -
2		Ms. Vivianini	IETC	Education and Training Program Section	Jul2002 -
3		Mr. Astani	IETC	Evaluation and Reporting Section	Jul2002 -
4		Ms. Merry Maryati	IETC	Instructor	Jul2002 -
5	Technical Matter of Distance Learning	Mr. Ariful Fuadhi	IETC	Instructor	Jul2002 -
6		Mr. Wijaya	IETC	Staff of Education and Training Program Section	Jan2005 -
7		Mr. Ramdhani	IETC	Staff of Evaluation and Reporting Section	Jul2002 -
8		Mr. Soenarso	IETC	Staff of Evaluation and Reporting Section	Jul2002 -
9	Training of Utilizing IT	Mr. Iwan Syafrul	IETC	Staff of Evaluation and Reporting Section	Jul2002 -
10		Mr. Sukendro	IETC	Staff of Evaluation and Reporting Section	Jul2002 -

Output ④ : Promotion and Information

No	Technical Field	Name of C/P	Organization	Title	Assignment Period
1	Promotion and Information in RETPC	Mr. Affan Renaldi	RETPC South Kalimantan	Head of Promotion and Information Division	Jan2005 - Dec2007
2	Library Management	Ms. Sri Maryani	NAFED	Head of Public Relation Section, CEIS	Jul2002 -
3		Ms. Sutrisni	NAFED	Staff of Library	Jul2002 -
4		Mr. Ujang	NAFED	Staff of Library	Jul2002 -
5		Mr. Edi	NAFED	Staff of Library	Jul2002 -
6	Exhibition Management	Ms. Sri Maryani	NAFED	Head of Public Relation Section, CEIS	Jul2002 -
7		Ms. Astri Permatasari	NAFED	Staff of Evaluation and Reporting Section, Secretariat	Jul2002 -
8	Inquiry	Ms. Sri Maryani	NAFED	Head of Public Relation Section, CEIS	Jul2002 -
9		Mr. Widi Haryono	NAFED	Staff of Information Services Section, CEIS	Jul2002 -

Output ⑤ : Promotion and Information (Utilizing IT)

No	Technical Field	Name of C/P	Organization	Title	Assignment Period
1	IT for Trade and Information	Mr. Bambang Purnomo	NAFED	Head of Information Network Section, CEIS	Jul2002 -
2		Mr. Juli Hartono	NAFED	Staff of Information Network Section, CEIS	Jul2002 -
3		Mr. Dwinanto Rumpoko	NAFED	Staff of Information Network Section, CEIS	Jan2005 -
4		Mr. Aksamil	NAFED	Staff of Database Section, CEIS	Aug2003 -
5		Mr. Abu Amar	NAFED	Staff of Database Section, CEIS	Jul2002 -
6		Ms. Meita Fitrianti	NAFED	Staff of Database Section, CEIS	Jan2004 -
7		Mr. Andang Iskandar	NAFED	Staff of Data Collection, CEIS	Jul2002 - Dec2005
8		Ms. Donnawati	NAFED	Staff of Information Services, CEIS	Jul2002 - Mar2003

Appendix A-2-a : List of G/P (RETPCs)

	Surabaya (Number of Staff : 15)			Medan (Number of Staff : 15)			Makassar (Number of Staff : 12)			Banjarmasin (Number of Staff : 13)		
	Name	Original	Assignment	Name	Original	Assignment	Name	Original	Assignment	Name	Original	Assignment
HEAD OF RETPC	Mr. Saiful Ujain	DINAS	July 2002-2006	Mr. Fitri Kurnia Msi	DINAS	Jan 2004-2006	Mr. Charri Burhan	DINAS	Mar 2005-2006	Mr. Rustam Effendi	NAFED	May 2005-2007
VICE HEAD OF RETPC	---	---	---	---	---	---	---	---	---	Mr. Habibullah, SE	DINAS	Dec 2004-2007
TRAINING DIVISION												
MANAGER	Ms. Nini Margini, S.S	DINAS	July 2002-2006	Mr. Asri Ridho Hinasiah, SE, Msi	DINAS	Jan 2004-2006	Mr. Andi Arif Simpang	NAFED	Nov 2003-2006	Mr. Achmad Mechtar, SE	IETC	Dec 2004-2007
VICE MANAGER	Mr. Hamid Pulu, SE	DINAS	July 2002-2006	---	---	---	---	---	---	Ms. Riens Hilda	DINAS	Dec 2004-2007
-STAFF	Mr. Agung Prijono	DINAS	July 2002-2006	Ms. Juniti Paksihan, SE	DINAS	Jan 2004-2006	Ms. Andi Nurul Fitriani	DINAS(Contract)	Jan 2005-2006	Mr. Murniansyah	DINAS	Dec 2004-2007
-STAFF	Mr. Sinu Hardianto, SE	DINAS(Contract)	July 2002-2006	Ms. Leny Muhandani, And	DINAS(Contract)	Mar 2004-2006	Mr. Andi Syukur	DINAS(Contract)	Sep 2005-2006	Ms. Ma'rifah	DINAS(Contract)	Jan 2005-2006
-STAFF	---	---	---	Ms. Halizah Indriyanti	DINAS(Contract)	Feb 2006-2006	---	---	---	---	---	---
-STAFF	---	---	---	---	---	---	---	---	---	---	---	---
PROMOTION AND INFORMATION DIVISION												
MANAGER	Ms. Ir. Ika Rechimta	DINAS	July 2002-2006	Mr. Muhammad Izan, SE	DINAS	Jan 2004-2006	Mr. Hayun Nur, MBA	DINAS	Nov 2003-2006	Mr. Afian Renaldi	NAFED	Dec 2004-2007
VICE MANAGER	Mr. Eko Sesy Budi, SH	DINAS	July 2002-2006	---	---	---	---	---	---	Mr. Nurfitriyansyah	DINAS	Dec 2004-2007
-STAFF	Ms. Dewi An Puspita, SE	DINAS(Contract)	July 2002-2006	Mc. Hasnuddin Huku, S. Sos	DINAS	Jan 2004-2006	Ms. Ratna Mandeya, SE	DINAS	Nov 2003-2006	Mr. Rumi	DINAS	Dec 2004-2007
-STAFF	Ms. Elok Syafinda, SE	DINAS(Contract)	July 2002-2006	Ms. Libeth Yulita Sireni, SE	DINAS(Contract)	Jan 2004-2006	Ms. Andy Nurhaedi, SE	DINAS	Nov 2003-2006	Mr. Akhmad Saad	DINAS	Dec 2004-2007
-STAFF	Mr. Jani Hermawan	DINAS(Contract)	July 2002-2006	Mr. Abu Bakar Neza Afifi	DINAS(Contract)	Mar 2005-2006	Mr. Sila, SE	DINAS	Nov 2003-2006	---	---	---
-STAFF	---	---	---	---	---	---	---	---	---	---	---	---
ADMINISTRATION DIVISION												
MANAGER	Ms. Ir. Soekaroh	DINAS	July 2002-2006	Mr. Padiangan Lubis, SE	DINAS	Jan 2004-2006	Ms. Dna. Magawati	DINAS	Nov 2003-2006	Ms. Rini Selasih	DINAS	Dec 2004-2007
VICE MANAGER	---	---	---	Mr. Drs. Zainuddin	DINAS	Jan 2004-2006	---	---	---	---	---	---
-STAFF	Ms. Noorwahjoejjah	DINAS	July 2002-2006	Mr. Azwar Pane	DINAS	Jan 2004-2006	Ms. Ina Syamsina, SE	DINAS	Nov 2003-2006	Mr. Rijani	DINAS	Dec 2004-2007
-STAFF	Mr. Widi Yuhardi, SE	DINAS	July 2002-2006	Ms. Navie Sriwahyuni, AMd	DINAS(Contract)	Jan 2004-2006	Mr. Sugianto	DINAS	Nov 2003-2006	Ms. Dina Mabrita	DINAS(Contract)	Jan 2005-2006
-STAFF	Mr. Drs. Maknun	DINAS(Contract)	Jan 2003-2006	Mr. Tengku Ingjovira	DINAS(Contract)	Mar 2004-2006	Mr. A Lutfi	DINAS(Contract)	Sep 2005-2006	---	---	---
-STAFF	Ms. Cora Handayani, SE	DINAS(Contract)	Dec 2004-2006	Ms. Tanti Juliana	DINAS(Contract)	Apr 2005 - 2006	---	---	---	---	---	---

Appendix B : Record of Training

Appendix B-1-a : Face to Face Training

RETPO East Java Province (Surabaya) : from September 2002

YEAR : 2002

No.	Topic	Period	Number of Participants	Remarks
1	Effective Communication for Exporters	Jul' 2002 (4days)	38	
2	Intensive Japanese Language	Aug' 2002 (6days)	27	
3	Furniture Export Marketing Strategy to Japan	Sept' 2002 (3days)	24	
4	Export Procedure	Nov' 2002 (2 days)	19	
5	How to Export	Dec' 2002 (3 days)	29	
6	Export Procedure	Dec' 2002 (3 days)	30	
7	Export Costing & Pricing	Dec' 2002 (2 days)	35	
8	Export Marketing & Strategy	Dec' 2002 (2 days)	21	
TOTAL			224	

YEAR : 2003

No.	Topic	Period	Number of Participants	Remarks
1	How to Export	April' 2003 (3 days)	31	
2	Export Procedure	April' 2003 (3 days)	30	
3	Export Procedure	May' 2003 (3 days)	29	
4	How to Export	June' 2003 (3 days)	29	
5	Export Procedure	June' 2003 (3 days)	33	
6	Export-Import Management Training	June' 2003 (9 days)	37	
7	E-Commerce	July' 2003 (3 days)	39	
8	Trade Exhibition Management Training	Aug' 2003 (3 days)	45	
9	Export Costing & Pricing	Sept' 2003 (3 days)	21	
10	Export Costing & Pricing	Sept' 2003 (3 days)	46	
11	Export Payment by LC	Oct' 2003 (3 days)	23	
12	Quality Control of Wood and Wood Product for Export Training	Dec' 2003 (3 days)	15	
TOTAL			378	

YEAR : 2004

No.	Topic	Period	Number of Participants	Remarks
1	How to Export	May' 2004 (3 days)	30	
2	Export Procedure	May' 2004 (3 days)	40	
3	Export Procedure	May' 2004 (3 days)	24	
4	Export-Import Procedure	June' 2004 (3 days)	40	
5	How to Start Export	Aug' 2004 (3 days)	40	
6	Food and Beverage Quality Inspection	Aug' 2004 (3 days)	30	
7	Effective English Presentation	Sept' 2004 (4 days)	20	
TOTAL			224	

YEAR : 2005

No.	Topic	Period	Number of Participants	Remarks
1	How to Export	April' 2005 (3days)	19	
2	Export Procedure	May' 2005 (3days)	36	
3	Export Procedure	May' 2005 (3days)	30	
4	Export-Import Procedure	June' 2005 (3days)	36	
5	Export Costing & Pricing	June' 2005 (3days)	21	
6	Effective English Presentation	July' 2005 (3 days)	26	
7	Trade Exhibition Management Training	Aug' 2005 (3days)	30	
8	Export Market Entry Strategy	Aug' 2005 (3days)	20	
9	Intensive Japanese Language for Business	Oct' 2005 (3days)	29	
10	Export Market Entry Strategy	Nov' 2005 (3 days)	19	
11	How to Export	Nov' 2005 (3 days)	21	
12	Export Procedure	Dec' 2005 (3 days)	29	
13	Export Import Procedure	Dec' 2005 (3 days)	40	
TOTAL			358	

RETPO North Sumatra Province (Medan) : from April 2004

YEAR : 2004

No.	Topic	Period	Number of Participants	Remarks
1	Export Procedure	Feb' 2004 (3 days)	49	
2	Japan Food Sanitary	March' 2004 (3 days)	45	
3	Export Procedure	Jul' 2004 (3 days)	27	
4	Negotiation & Trade Contract (cooperation with IETC)	Dec' 2004 (3 days)	23	
5	Export Payment by LC	Dec' 2004 (2 days)	23	
TOTAL			167	

YEAR : 2005

No.	Topic	Period	Number of Participants	Remarks
1	Export Procedure	March' 2005 (3 days)	22	
2	Export Payment by LC	March 2005 (3 days)	21	
3	Procedure Export	Sep' 2005 (3 days)	18	
4	Export Document	Nov 2005 (3 days)	30	
TOTAL			91	

RETPO South Sulawesi Province (Makassar) : from June 2004

YEAR : 2004

No.	Topic	Period	Number of Participants	Remarks
1	Export Procedure	June' 2004 (3 days)	31	
2	Export Procedure	July' 2004 (3 days)	24	
3	Quality Control for Food and Beverage	Aug /Sept' 2004 (2 days)	33	
4	Export Procedure	Oct' 2004 (3 days)	20	
5	Export Procedure	Nov' 2004 (3 days)	25	
6	Export Payment by L/C	Dec' 2004 (3 days)	25	
TOTAL			158	

YEAR: 2005

No.	Topic	Period	Number of Participants	Remarks
1	Key Success to Enter Competitive Market for Wooden & Furniture	March' 2005 (3 days)	24	
2	Export Procedure	May' 2005 (3 days)	21	
3	Finishing Process to Improve Quality of Wooden Product &	May' 2005 (3 days)	24	
4	Export Payment System by L/C	June' 2005 (3 days)	19	
5	Management of Exhibition	July' 2005 (3days)	24	
6	Packaging & Labeling for Food & Beverage	Aug' 2005 (3days)	17	
7	Export Payment by L/C	Aug' 2005 (3days)	38	
8	Export Costing & Pricing	Sep' 2005 (3 days)	30	
9	Utilize Opportunity of Export Market	Dec' 2005 (3 days)	46	
TOTAL			243	

RETPO South Kalimantan Province (Banjarmasin) : from February 2005

YEAR : 2005

No.	Topic	Period	Number of Participants	Remarks
1	Entrepreneurship	Jan' 2005 (3 days)	31	
2	Key Success Factor to Enter Competitive Market	March' 2005 (4 days)	47	
3	How to Start Export	May' 2005 (3days)	30	
4	Packaging & Label Food Product	Jul' 2005 (3 days)	20	
5	Export Procedure	Aug' 2005 (3days)	29	
6	Trade Promotion for Processed Food Industry	Aug' 2005 (3days)	27	
7	Application of Export Negotiation	Aug' 2005 (3days)	20	
8	How to Enter Export Market	Sep' 2005 (3days)	20	
9	Export Financing & Terms of Payment by LC	Nov' 2005 (3 days)	25	
TOTAL			249	

Appendix B : Record of Training

Appendix B-1-b : Training Utilizing IT

RETPO East Java Province (Surabaya) : from September 2002

YEAR : 2002

No.	Topic	Period	Number of Participants	Remarks
1	Export Competitiveness (D/L)	Oct' 2002 (3 days)	21	
2	Business Contact Through Internet	Sept' 2002 (4 days)	15	
3	Trade Contract by Internet	Dec' 2002 (3 days)	17	
4	Trade Contract by Internet	Dec' 2002 (3 days)	17	
TOTAL			70	

YEAR : 2003

No.	Topic	Period	Number of Participants	Remarks
1	Negotiation Technique & Export Sales Contract (D/L)	March' 2003 (3 days)	30	
2	Trend & Design Garment for Export (D/L)	Sept' 2003 (3 days)	20	
3	Strategy to Enter International Market (D/L)	Nov' 2003 (3 days)	31	
4	Trade Contact by Internet	May' 2003 (3 days)	16	
5	Trade Contact by Internet	May' 2003 (3 days)	20	
6	Trade Promotion Through Internet	July' 2003 (3 days)	14	
7	Trade Promotion Through Internet	July' 2003 (3 days)	14	
TOTAL			145	

YEAR : 2004

No.	Topic	Period	Number of Participants	Remarks
1	Market Entry Strategy International (D/L)	March' 2004 (3 days)	20	
2	Total Quality Management (D/L)	June' 2004 (3 days)	24	
3	Technique Negotiation & Sales Contract (D/L)	Sept' 2004 (3 days)	24	
4	Business Matching for Wooden and Rattan Products (D/L)	Dec' 2004 (2 days)	25	
5	E-Commerce	Jan' 2004 (3 days)	20	
6	Trade Promotion Through Internet	March' 2004 (3 days)	20	
7	Trade Promotion Through Internet	April' 2004 (3 days)	18	
8	Trade Promotion Through Internet	April' 2004 (3 days)	12	
TOTAL			163	

YEAR : 2005

No.	Topic	Period	Number of Participants	Remarks
1	Total Quality Management (D/L)	Feb' 2005 (3 days)	24	
2	Business Matching for Food & Handicraft (DL)	Sept' 2005 (3days)	22	
3	IT Strategy for SMEs (D/L)	Sept' 2005 (3days)	22	
4	Trade Contract Negotiation Technique (D/L)	Dec' 2005 (3days)	25	
5	Trade Promotion Through Internet	Feb' 2005 (3 days)	18	
6	Trade Promotion Through Internet	March' 2005 (3 days)	18	
7	Exhibition Stand Design by AUTO CAD	Oct' 2005 (3 days)	19	
8	Trade Contact by Internet	Dec' 2005 (3days)	19	
TOTAL			167	

RETPO North Sumatra Province (Medan) : from April 2004

YEAR : 2004

No.	Topic	Period	Number of Participants	Remarks
1	HACCP Training (D/L)	April' 2004 (3 days)	30	
2	Technique Negotiation & Trade Contract (D/L)	Jul' 2004 (3 days)	23	
3	Trade Promotion Through Internet	April' 2004 (3 days)	20	
TOTAL			73	

YEAR : 2005

No.	Topic	Period	Number of Participants	Remarks
1	Building The Capacity of Edge (D/L)	Feb' 2005 (3 days)	23	
2	Market Entry Strategy & Analysis (DL)	May' 2005 (3 days)	19	
3	Trade Promotion Through Internet	March' 2005 (3 days)	22	
4	Trade Promotion Through Internet	July' 2005 (3days)	15	
5	Trade Promotion Through internet	Sept' 2005 (3days)	15	
TOTAL			94	

RETPO South Sulawesi Province (Makassar) : from June 2004

YEAR : 2004

No.	Topic	Period	Number of Participants	Remarks
1	Productivity Through 5 S (D/L)	Dec' 2004 (3 days)	23	
2	Virtual Exhibition	June' 2004 (3 days)	21	
3	Trade Promotion Through Internet	Aug' 2004 (3 days)	16	
4	Trade Promotion Through internet	Sept' 2004 (3 days)	15	
TOTAL			75	

YEAR : 2005

No.	Topic	Period	Number of Participants	Remarks
1	HACCP (D/L)	June' 2005 (2 days)	28	
2	Total Quality Management (D/L)	Nov' 2005 (2 days)	28	
TOTAL			57	

RETPO South Kalimantan Province (Banjarmasin) : from February 2005

YEAR : 2005

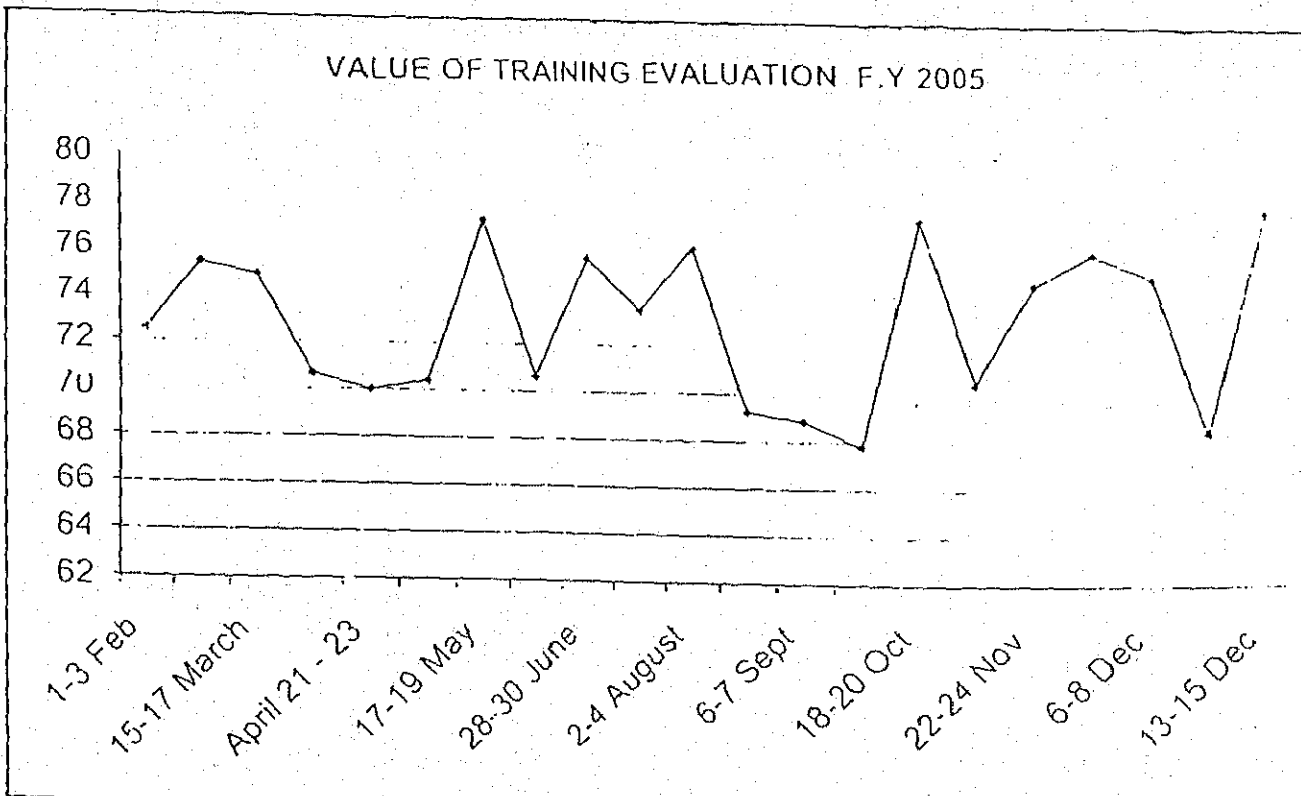
No.	Topic	Period	Number of Participants	Remarks
1	SS (D/L)	Aug' 2005 (3 days)	30	
2	Strategy for Export Penetration (D/L)	Dec' 2005 (3days)	19	
3	Export Promotion Through Internet	June' 2005 (3 days)	21	
TOTAL			70	

Appendix B-2 : Sample of Evaluation Result

EVALUATION OF TRAINING PROGRAM REGIONAL EXPORT TRAINING AND PROMOTION CENTER FY 2005

No.	Training Title	Date	Level of Training	Topic	Allocation of Time	Instructor	Moderator	Equipment	Fee	Average	Account Title
I EXPORT TRADE TRAINING											
1	How To Export	12-14 April	3.17	4.00	3.50	4.06	3.44	3.56	3.00	3.53	70.66
2	Export Procedure	10-12 May	3.55	3.67	3.36	3.67	3.67	3.67	3.05	3.52	70.40
3	Export Procedure	17-19 May	3.43	3.67	3.43	3.76	3.95	3.81	5.00	3.86	77.29
4	Export Import Procedure	20-23 June	3.25	3.64	3.21	3.67	3.96	3.92	3.07	3.53	70.63
5	Costing and Pricing	28-30 June	3.41	4.00	3.50	4.25	3.91	4.00	3.42	3.70	75.64
6	Effective English Presentation	17-14 July	3.00	3.64	3.57	4.14	3.02	3.70		3.64	73.50
7	Trade Exhibition Management	2-4 August	3.83	3.92	3.46	4.46	4.15	3.75	3.08	3.81	76.14
8	International Market Entry Strategy	22-24 August	3.24	3.59	3.06	3.76	4.00	3.59	3.00	3.46	69.26
9	Intensive Business Japanese Language	18-20 Oct	3.17	3.56	3.22	3.89	3.78	3.72		3.56	71.13
10	Export Market Strategy	22-24 Nov	3.25	3.38	3.26	4.06	3.50	3.69		3.52	70.42
11	How To Export	22-24 Nov	3.33	3.88	3.44	4.05	3.88	3.83		3.74	74.79
12	Export Procedure	6-8 Dec	3.35	3.41	3.58	4.00	4.29	4.23	3.76	3.80	76.06
13	Export Procedure	13-14 Dec	3.18	3.29	3.25	3.71	3.75	3.36		3.42	68.47
II DISTANCE LEARNING											
1	Total Quality Management	1-3 Feb	3.69	3.81	3.41	3.69	3.71	4.06	3.00	3.62	77.49
2	Business Matching (Food & Houseware)	6-7 Sept	3.38	3.50	3.75	3.50	3.75	3.63	2.60	3.44	68.89
3	IT Strategy For SMEs	13-15 Sept	3.47	3.00	3.12	3.53	3.88	3.59	3.15	3.39	67.83
4	Trade contract and Negotiation Technique	13-15 Dec	3.94	3.58	3.58	4.00	4.23	4.05		3.90	77.93
III IT TRAINING											
1	Trade Promotion by Internet	21-23 Feb	3.54	4.00	3.27	3.90	4.18	3.72		3.77	75.37
2	Trade Promotion by Internet	15-17 March	3.27	4.00	3.36	3.91	4.18	3.73		3.74	74.83
3	Trade Exhibition Design by Auto Cad	18-20 Oct	3.46	3.66	3.46	4.25	4.33	4.08		3.87	77.17
4	Trade Contract by Internet	5-8 Dec	3.20	3.87	3.13	3.67	4.07	3.67		3.60	72.03

Note:
score: 1 = very poor 2 = poor 3 = fair 4 = good 5 = very good



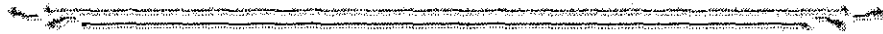
Appendix B-3 : List of Manuals, etc.

Project Team		RETIPC East Java		RETIPC North Sumatra		RETIPC South Sulawesi		RETIPC South Kalimantan			
No.	Name	No.	Name	No.	Name	No.	Name	No.	Name		
1	Management System for RETPC 1) Vision / Mission and Purpose 2) Organization Structure 3) Job Description 4) Operational Manual a) Monthly Report b) Exhibition c) Mini-Display d) Library e) Training Requirement f) Annual Planning for Training g) Management of Training h) Evaluation of Training i) Evaluation of Distance Learning	1	Manual of Operation for RETPC East Java 1) Training Division a) Matrix Responsibility of Training Division b) Flow Chart / Procedure -Annual Training Program -Training Instructor -Textbook / Handout -Classroom Usage 2) Information and Expert Promotion Division a) Matrix Responsibility of Training Division b) Flow Chart / Procedure -Mini Library Book Supply -Mini Library Services -Mini Display Participation -Facilitation for Mini Display Participants -Inquiry -Workshop -Buyer Reception Desk -Business Consultation Administrative Division Flow Chart / Procedure -Annual Program -Budget Proposal -Office Stationary -Cleaning Service -Security 2) Manual for Equipment Operation and Maintenance Manual by Supplier Manual for Operation Technique for Distance Learning Manual of Maintenance Website IT Consultation (by JICA SE)	1	Management System for RETPC 1) Vision / Mission and Purpose 2) Organization Structure 3) Job Description 4) Operational Manual a) Monthly Report b) Exhibition c) Mini-Display d) Library e) Training Requirement f) Annual Planning for Training g) Management of Training h) Evaluation of Training i) Evaluation of Distance Learning	1	Manual of Operation for RETPC South Sulawesi Matrix Responsibility of Training Division Annual Training Program Training Instructor Textbook / Hand Out Class Room Usage Matrix Responsibility of Information and Promotion Division Mini Library Books Supply Mini Library Services/Facilitation Mini Display Facility participants of Mini Display Inquiry Workshop Business Consultation Buyer Reception Desk Administration Program Development Budget Proposal Office Stationary Purchase Cleaning Services Security 2) Manual for Equipment Operation and Maintenance Manual by Supplier Manual for Operation Technique for Distance Learning Manual of Maintenance Website	1	Management System for RETPC 1) Vision / Mission and Purpose 2) Organization Structure 3) Job Description 4) Operational Manual a) Monthly Report b) Exhibition c) Mini-Display d) Library e) Training Requirement f) Annual Planning for Training g) Management of Training h) Evaluation of Training i) Evaluation of Distance Learning	2	Manual for Equipment Operation and Maintenance Manual by Supplier Manual for Operation Technique for Distance Learning Manual of Maintenance Website
2	Trade Training utilizing IT Equipment Manual for Operation Technique for Distance Learning Strategic Plan of Distance Learning Implementation Fact Analysis and Recommendation for DL (by JICA SE)	3	Trade Information and Promotion Manual for Mini Display Operation Manual for Library Library Management in NAFED/IETC/RETPCs (by JICA SE) Operation Manual for Exhibition Exhibition Management (by JICA SE) Operation Manual for Inquiry Inquiry Service (by JICA SE)	3	Manual for Equipment Operation and Maintenance Manual by Supplier Manual for Operation Technique for Distance Learning Manual of Maintenance Website						
4	Trade Information and Promotion utilizing IT Manual of Maintenance Website NAFED's Action Plan on IT System Development Recommendation of IT Strategy in NAFED (by JICA SE) Recommendation of IT Strategy in IETC (by JICA SE)										

Appendix C : General Information of RETPOs

Contact No.	East Java (Surabaya)	North-Sumatera (Medan)	South Sulawesi (Makassar)	South Kalimantan (Banjarmasin)
Address	Jl.Kedungdoro No.88-90, Surabaya 60251	Jl. Iskandar Muda No.272, Medan 20112	Jl. Dr. Sam Ratulangi No.93, Makassar 90312	Jl. Mayjen Dj Pandjaitan No.41, Banjarmasin 70115
Telephone	(031) 534-3807	(061) 415-1876	(0411) 870-100	(0511) 335-5844
Fax	(031) 534-5650	(061) 415-1876	(0411) 870-050	(0511) 335-3944
E-Mail	p3ed@ad.net.id	p3edmedan@nafed.go.id	p3edmakassar@hotmail.com	p3edbanjarmasin@yahoo.com
Web-Site	http://www.nafed.go.id/~p3ed-surabaya/	http://www.nafed.go.id/~retpc-medan/	http://www.nafed.go.id/~makassar/	http://www.nafed.go.id/~p3ed-banjarmasin/
Date of Grand Open	24th Sep. 2002	27th April 2004	22nd June 2004	25th Feb. 2005
Period after GO	3years 6months	1year 11months	1year 9months	1year 1month
Staff				
Number of Staff	15 persons	15 persons	12 persons	13 persons
- from Jakarta	0	0	0	3
- from DINAS	9	8	9	8
- DINAS (Temporary)	6	7	3	2
Building				
-Structure	2 Story (Reinforced Concrete)	3 Story (Reinforced Concrete)	2 Story (Reinforced Concrete)	3 Story (Reinforced Concrete)
-Area of Building	636m ²	636m ²	600m ²	800m ²
-Total Floor Space	1,176m ²	1,914m ²	1200m ²	2,400m ²
-Sharing of Usage	Sharing with DEKRANAS, HAKI	1F-3F : RETPC 2F :DINAS Foreign Trade Div.	RETPC only	Sharing with DINAS
Infrastructure of Communication				
-Telephone Line	4lines	1lines	4lines	2lines
-ISDN(Capacity)	256Kbps	256Kbps	258Kbps	256Kbps
-Access Internet	available	available	available	available
Facilities				
Auditorium	1.(for 150 persons)	1 (for 150 persons)	1 (for 150 persons)	1 (for 150 persons)
Class Room	2 (for 30 persons)	2 (for 30 persons)	2 (for 30 persons)	2 (for 25 persons)
PC room	1 (20 PCs)	1 (21 PCs)	1 (21 PCs)	1 (21 PCs)
Mini-Display	110m ² (11m x 10m)	96m ² (6m x16m)	189m ²	108m ² (9m x 12m)
Business Library	58m ²	48m ²	60m ²	45m ² (9m x5m)
TCA				
Advisory Committee	already	already	-	-
UPTD	17 persons (Since July 2003)	19 persons (Since Aug 2005)	11 persons (to be approved by April 2006)	Will be established in 2006
Future Strategy	To be approved in 2006	To be proposed in 2007	To be approved in 2007	To be discussed
	To integrate with BLDU (Eselon3)	To get UPTD	To get UPTD	To get UPTD

付属資料-3 アンケート調査結果



Part I: Implementation Process

1. Progress of Activities

1-1 Activities under Output 1("Management and operation system of RETPCs to provide export training and information/promotion services through collaboration with the Project Team")

<p>(1) Are the activities on schedule and expected to be completed by the end of the Project? If No, please specify the activity items (eg, 2-1, etc) and state the reasons for each item</p>	<p>Yes(8) No () n/a.()</p>	<p><Progress against PO of the PDM> PM- Y: The cooperation among CP of NAFED, IETC, And Dinas and long term experts of JICA could be done smoothly JE- Y</p> <p><Progress against Annual Plan of RETPC> RETPC Heads (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: The activity base annual plan 2 Y 2* Y: Local budget was Clearing in September. So, we have to adjust the Annual plan, especially for training activities. This was faced to all Dinas in North Sumatera Province. 3 Y: Making a plan depend on the result of activities evaluation and alumni suggestion to make a new program for the next year. 3* Y: The Annual Plan done as a plan. RETPC budget provided by DINAS, NAFED and JICA 4 Y</p>
<p>(2) Are there any factors that have contributed to the smooth implementation of the activities?</p>	<p>Yes(8) No () n/a.()</p>	<p><Activities of PDM> PM- Y: Problems always come from miss understanding of CP in RETPC when implementation of RETP's Management and system is done at the beginning. They could create an impact that the progress of RETPC's management going slowly at the beginning JE- Y: Regularly held weekly meeting with Project Team was effective for information sharing.</p> <p><Activities of Annual Plan of RETPC> RETPC Heads (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: Supporting from related institutions 2 Y: Full cooperation/ support from other related parties ex : JICA, NAFED, IETC and Dinas 2* Y: Nafed Budget and Supporting activities from JICA and IETC is very helpful to contribute the smooth implementation of the activities. 3 Y: Coordinating with Dinas, Alumni and relevant institution to implement RETPC activities. 3* Y: DINAS and NAFED fully support RETPC without intervention, this make RETPC more creative and confidence to develop programs as well as the need of SME's in region. 4 Y: Good teamwork, transfer of knowledge</p>
<p>(3) Have you felt/encountered any problems related to the activities? <i>If the answer is Yes, list the problems. and explain the negative impact</i></p> <p>→For each problem : Have the problems been solved. <i>If Yes (solved).</i></p>	<p>Yes(4) No (3) n/a.()</p>	<p><Activities of PDM> PM- Y: The problems had been solved by explaining The system to the CP in RETPC many times. JE- Y: ① Shortage of the budget from Provincial Government and delay of its disbursement affected adversely to the sufficient implementation of the project. →No: Presidential elections in 2004 and natural disasters in 2005 were the major reasons. ② Shortage of the full-time staff especially due to the duel posting</p>

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<p>how? If <u>No(not solved)</u>, why & what should be done?</p>	<p>affected adversely to the satisfactory implementation of the technology transfer.</p> <p>→No: No own-budget and staff are guaranteed for temporary organization without legal status.</p> <p>→*①&②Early acquisition of UPTD-status is expected</p> <p><Activities of Annual Plan of RETPC> RETTPC Heads (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <ol style="list-style-type: none"> 1. Y: ①Supporting budget 2. N: because local budget is depend on consultation among Provincial Government and local Parliament. Now proposed budget has submit earlier to Local Parliament (DPRD) 2* N 3 Y: Business contact activities get less response → By participating in the training of business contact 3* N 4 - : <ol style="list-style-type: none"> ① Lack of knowledge of local staff ② Budgeting problem, the impact not all the program can be implemented as planned
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1-2 Activities under Output 2("C/P at RETPCs are skilled in managing export training services")

<p>(1) Are the activities on schedule and expected to be completed by the end of the Project? If No, please specify the activity items (eg, 2-1, etc) and state the reasons for each item</p>	<p>Yes(6) No (1) n/a.(0)</p>	<p><Progress against PO of the Project> JE- Y</p> <p>PT-TC for Output 2</p> <ol style="list-style-type: none"> 1. N: The activities were not on schedule because the opening of RETPC was delay. But all input for output 2.1, 2.3 and 2.4 had been delivered through OJT in IETC before opening of RETPC, involved Course Planners in managing the implementation of IETC training program in respective RETPC, and invited Course Planners to attend the certain training in IETC. <p><Progress against Annual Plan of RETPC> RETTPC- Training Division (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <ol style="list-style-type: none"> 1. Y: All the schedule plan already implemented (fy 2002-2005 schedule) 2 Y; 2* Y: The Annual Plan is still discussion 3 Y: We have done 10 trainings (2 distance learning and 8 face to face training) 4 Y: Program have been implemented with conducted training program cooperation with IETC, NAFED and JICA
<p>(2) Are there any factors that have contributed to the smooth implementation of the activities?</p>	<p>Yes(7) No (0) n/a.(0)</p>	<p><Activities of PDM> JE- Y: Full good support from IETC, which capacities well-built through the Phase II project.</p> <p>PT-TC for Output 2</p> <ol style="list-style-type: none"> 1. Y: Smooth communication between Course Planner and IETC C/P <p><Activities of Annual Plan of RETPC> RETTPC -Training Div. (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <ol style="list-style-type: none"> 1. Y: Support from other institutions that are related with retpc very helpful 2. Y: 2* Y: Planning, Human Resource, Controlling, Budgeting, Facilities Evaluation 3 Y: Brochure and leaf let distribution and advertise of training program in the news paper is very helpful to get participant.

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<p>(3) Have you felt/encountered any problems related to the activities? <i>If the answer is <u>Yes</u>, list the problems. and explain the negative impact</i></p> <p>→ For each problem : Have the problems been solved. <i>If <u>Yes (solved)</u>, how? If <u>No(not solved)</u>, why & what should be done?</i></p>	<p>Yes(6) No (1) n/a.(0)</p>	<p>4 Y: In the future, Training Manager is better equipped by knowledge to plan and arrange training program</p> <p><Activities of PDM> JE- N PT-TC for Output 2 1. Y: ①The acceptance of Counterpart Regional Budget was late. a) Y : IETC execute the training in RETPC using IETC budget. Support from JICA</p> <p><Activities of Annual Plan of RETPC> RETPC -Training Div. (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: ①HRD personnels should be increased. →Y : in house training will help personnels to increase their ability ②Increase facilities → ? : For the next, we hope that Dormitory for training participant available in RETPC Facilities (still discuss by Dinas) ③ Promotion → ? : Limit budget make promotion for training schedule implemented smoothly ④ Socialization → ? : Socialization of RETPC undone fully in East Java area, it makes training schedule unknown by some SMEs in some Region 2. Y: ① AC is not cold, the situation in class to be warm and every participant always out. ② The participant is always late into class so the lesson became not finish 2* Y: ① Budgeting ② Facilities ③ Human resources. →Y 3. Y: ① Difficult to get the training participants in general. It because of they have to pay the training cost.. ②Company database still less →? : One of the way is make socialization in regions and cooperate with Information and Promotion division to get company information in the firm. 4. Y: ① Team Work all staff between staff from Jakarta and Dinas less communication, most important to have weekly meeting</p>
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1-3 Activities under Output 3 (“C/P at RETPCs and the Project Team are skilled in utilizing IT, including distance learning techniques, for export training services”)

<p>(1) Are the activities on schedule and expected to be completed by the end of the Project?</p>	<p>Yes(6) No (1) n/a.(0)</p>	<p><Progress against PO of the Project> JE- Y PT-TC for Output 3 1. Y</p> <p><Progress against Annual Plan of RETPC> RETPC -Training Div (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: All the schedule already implemented.</p>
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		<p>2 N: Especially in Distance Learning use Telkom or Indosat always disconnect so schedule to broke</p> <p>2* Y: Training Program. Implementation. Budgeting. Human Resource</p> <p>3 Y: With doing the training that using IT, TV conference.(HACCP and Total Quality Management training)</p> <p>4 Y: IT Program activities have been implemented cooperation with NAFED & IETC</p>
(2) Are there any factors that have contributed to the smooth implementation of the activities?	Yes(7) No () n/a.()	<p><Activities of PDM></p> <p>JE- Y: OJT implementation by Short-term Experts, Messrs. Kogure & Saito, and a few times implementation of CP Training in Japan were quite effective.</p> <p>PT-TC for Output 3</p> <p>1. Y: IETC Team have well known about Distance Learning ,equipment has completed</p> <p><Activities of Annual Plan of RETPC></p> <p>RETPC -Training Div (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <p>1. Y: Some institutions also utilize RETPC IT such as training or seminar.</p> <p>2: Y:</p> <p>2* Y: Human Resource. Budgeting. Facilities</p> <p>3 Y: The complete equipment that very support the training</p> <p>4 Y: In the future, staff must be responsible for maintenance at IT equipment and planning actual activities</p>
(3) Have you felt/encountered any problems related to the activities? <i>If the answer is Yes, list the problems, and explain the negative impact</i> <i>For each problem (a) answer if the problems have been solved. If Yes (solved), how? If No(not solved), why & what should be done?</i>	Yes(6) No (1) n/a.()	<p><Activities of PDM></p> <p>JE- Y:</p> <p>① High communication cost of equipment for distance learning affected adversely to the frequency of training and high training fee. →Y: The problem has been solved by implementing distance learning in cooperation with JICA-Net.</p> <p>PT-TC for Output 3</p> <p>1. Y</p> <p>① ISDN Line in some of Region not stable. → Y : Direct contact to Telkom in region to maintain</p> <p>② RETPC staff not yet familiar with Distance Learning Operation → - : Sending IETC Technician to teach RETPC staff</p> <p>③Electricity some time not stable → - : Contact PLN company in region to maintain</p> <p><Activities of Annual Plan of RETPC></p> <p>RETPC- Training Div. (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <p>1. Y</p> <p>① Maintenance: Sometimes we get IT troubles. → Y : Direct contact to Telkom in region to maintain</p> <p>② Socialization: Some of SMEs in East Java lack knowledge of IT → - :</p> <p>2. Y</p> <p>① Electric is out order so couldn't use IT. → - : P3ED should have a generator electric machine to cover PLN not run</p> <p>2* Y:</p> <p>① Every year local budgeting is going out in the end September. So there is no training activity in January until September from local budget</p> <p>② Human resource which predominate IT is still less →We do cooperate with institution else.</p> <p>3 Y:</p>

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		<p>① CP still don't master yet in using equipment or installing the IT for TV conference. →Still need consultation how to operate TV conference equipment. 4 N: So far, activities of IT utilization is running well. There is no problem</p>
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1-4 Activities under Output 4 ("C/P at RETPCs and the Project Team are skilled managing trade information and promotion services (permanent exhibition, mini-resource centers, and distribution of off-line information)")

<p>(1) Are the activities on schedule and expected to be completed by the end of the Project?</p>	<p>Yes(8) No () n/a.()</p>	<p><Progress against PO of the Project> JE- Y PT-TC for Output 4 1. Y</p> <p><Progress against Annual Plan of RETPC> RETPC -Info & Pro Div (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: All schedule plan already implemented (f.y. 2002-2005) 2. Y 2* Y: But not thoroughly since the budget is not clarified accordingly 3. Y: Product catalog, Leaf let and brochure RETPC have been printed and share to relevant institution, Entrepreneurs to promote South Sulawesi products and RETPC activities. 3* Y: But Not Maximal 4. Y</p>
<p>(2) Are there any factors that have contributed to the smooth implementation of the activities?</p>	<p>Yes(8) No () n/a.()</p>	<p><Activities of PDM> JE- Y: OJT implementation by Short-term experts, especially in the fields of Exhibition Management and Library Management, contributed a lot. PT-TC for Output 4 1. Y: Must have supported tools (eg. translator)</p> <p><Activities of Annual Plan of RETPC> RETPC -Info & Pro Div (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: Supporting and Coordination from Dinas / Government. Association, and Bank related with RETPC 2. Y: Supporting equipment of Mini Display, Library. Good relationship to the external institution related to ReTPC. Supporting from export market/design expert 2* Y: Some activities should be cancelled, since the budget is too late to be clarified 3. Y: Local governments and training alumni 3* Y: - Not Enough Display Equipment - Eassy Library Programme still not complite - Kind of Books Not too much - Person Who responsible for MRC only one 4. Y: Highly skill performance of RETPC staff</p>
<p>(3) Have you felt/ encountered any problems related to the activities? If the answer is <u>Yes</u> list the problems. and explain the</p>	<p>Yes(8) No () n/a.()</p>	<p><Activities of PDM> JE- Y: ① Less opportunities to contact with potential foreign buyers affected to the number of inquiries and utilization by local SMEs, hence the motivation of staff not enhanced. →N: The existence of RETPC and its services are not well known yet. The socialization should be intensified both in Indonesia targeting</p>

<p><i>negative impact.</i></p> <p><i>→ For each problem: Have the problems been solved?. If <u>Yes (solved)</u>, how? If <u>No(not solved)</u>, why & what should be done?</i></p>	<p>foreign visitors and in overseas as well.</p> <p>PT-TC for Output 4</p> <p>1. Y</p> <p>① On permanent display training, there is not all of knowledge can receivable cause of lack of language ability. → - : upgrading of Human Resources especially in English language (C/P of mini display)</p> <p>② Library section, all knowledge has not implemented yet → - : increased staff motivation to implement the information</p> <p>③ Inquiry, data base of exporter/importer are need more complete. → - : improvement and up dating contain of database (inquiry)</p> <p><Activities of Annual Plan of RETPC></p> <p>RETPC- Info&Pro Div (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <p>1. Y:</p> <p>① Limited Budget → - : Support budget from JICA/ JETRO</p> <p>② Limited facility in RETPC Mini Display → - : Support for making rack in Mini Display</p> <p>③ Limited book in RETPC library → - : Add book especially inquiry book from Japan, Guidance book policy entry Japan market, Design product and Packaging</p> <p>2 Y:</p> <p>① No supporting budget for procurement sample.</p> <p>② No supporting budget for collecting natural resources and industry region potentiality</p> <p>2* Y:</p> <p>① We can not propose another activities since we do not know whether financial activities of the previous activities is acceptable or not.</p> <p>② NAFED has different operational standard to clarify financial statement ?</p> <p>3 Y:</p> <p>① Need to add participants of Mini Display and number of commodities.</p> <p>② Catalog products and brochures need to be added. → CP will go to the firm to collecting some sample of export commodities in South Sulawesi and also Mini Display participants</p> <p>3* Y:</p> <p>① Team Not too serious. → - We have to coplate attachment Display Equipment and Books such as ; Rack Displa,for MD and Product development, Market Product,Economic growth and hot enter the global market. - Complited first the easy library programme for give the best services and kind of product in MD ^ The Person who responsible / incase MRC more than one person</p> <p>4 Y:</p> <p>① Low skill performance of RETPC staff</p>
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1-5 Activities under 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))

<p>(1) Are the activities on schedule and expected to be completed by the end of the</p>	<p>Yes(7) No (1) n/a.(0)</p>	<p><Progress against PO of the Project></p> <p>JE Y:</p> <p>PT- TC for Output 5</p> <p>1. Y</p>
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Project?		<p><Progress against Annual Plan of RETPC> RETPTC -Info & Pro Div (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: All schedule plan already implemented (fy 2002-2005) 2. Y 2* N: Less of socialization either virtual exhibition or business matching/inquiry services 3 Y: Implementing virtual exhibition and business matching for SMEs need. 3* Y: In every socialization we always promote about V.E. also business Matching 4 Y</p>
(2) Are there any factors that have contributed to the smooth implementation of the activities?	Yes(8) No () n/a.()	<p><Activities of PDM> JE- Y: OJT implementation by Short-term expert, Mr. Kogure, contributed a lot. PT- TC for Output 5 1. Y:</p> <p><Activities of Annual Plan of RETPC> RETPTC- Info & Pro Div (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: Existence cooperate with NAFED, Depperindag (DINAS) to get information 2 Y: IT equipment in good condition. Networking with ITPC, Commercial Attaché and other institutional agencies like NAFED, IETC etc. 2* Y: Less of coordination among NAFED, Dinas and RETPC 3 Y: JETRO, NAFED, DINAS of Industry and Trade and Local Government 3* Y: Much of them Still not unconcious how Importance V.E. and when they full fill V.E. form doesn't understand Couse Still in English langguanges also complicated. 4 Y</p>
(3) Have you felt/ encountered any problems related to the activities? If the answer is <u>Yes</u> , list the problems. and explain the negative impact. → For each problem: Have the problems been solved?. If <u>Yes (solved)</u> , how? If <u>No(not solved)</u> , why & what should be done?	Yes(7) No (1) n/a.()	<p><Activities of PDM> JE- Y: ① Shortage of budget by the provincial government due to the luck of their awareness about its effectiveness lead to the less utilization of IT for information and trade promotion. →N: More budget should be allocated by the provincial government by enhancing their understanding about the effectiveness of IT utilization. More socialization also needed PT- TC for Output 5 1. N</p> <p><Activities of Annual Plan of RETPC> RETPTC- Info & Pro Div (1=SBY, 2=MDN, 3=MKS, 4=BJM) 1. Y: ① Mostly trouble on PC → -: Often happening trouble in internet so needed continue maintenance ② Not yet PC for SME's facility → -: Buy PC for SME's facility 2 Y: ① If the internet and internal/external agencies not available, the activities can't contact the ITPC, Nafed by interne. → -: Internet connection must be maintenance in the good condition 2* Y: ① Presumably, Dinas and RETPC have a distinctive function in providing services to SMEs → -: The problem was not yet solved. Dinas should involve RETPC in their related activities and have a more frequently discussion.</p>

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		<p>3 Y: ① Still less of CP capacity to implement the utilization of IT. → - : Need to increase the knowledge about IT for staff of Information and promotion division.</p> <p>3* Y: ① These programme still knew for them ② Worse, RETPC Team also can't full fill the form V.E.. → Make more samplly form V.E. and make sure business peopple in south Sulawesi understand how importance V.E. for promote their products and business matching also.</p> <p>4 Y: ① Lack of utilizing of IT equipment → To transfer technology to utilize or IT equipment</p>
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1-6 Activities under Output 6 ("CP at the Project Team obtain know-how of replicating capacity building programs of RETPCs into other regions")

(1) Are the activities on schedule and expected to be completed by the end of the Project?	Yes(2) No () n/a.()	<Progress against the PO of the Project> PM- Y: There is an system available already to establish other RETPCs in the other regions JE- Y
(2) Are there any factors that have contributed to the smooth implementation of the activities?	Yes(2) No () n/a.()	<Activities of PDM> PM- Y: The learning process of establishing RETPCs could be done smoothly and there is a commitment from other Dinas out of 4 provinces to establish RETPC JE- Y: Positive approach to NAFED from other provincial governments, such as Central Java, West Java and Yogyakarta, for their RETPC establishment.
(3) Have you felt/encountered any problems related to the activities? If the answer is <u>Yes</u> , list the problems. and explain the negative impact. →For each problem: Have the problems been solved?. If <u>Yes (solved)</u> , how? If <u>No(not solved)</u> , why & what should be done?	Yes(1) No (1) n/a.()	<Activities of PDM> PM- Y: RETPC is still limited, related to the Dinas budget and personnel support in particular. →Y : By explaining and showing examples of establishment of four RETPCs. By proposing to Dinas concerned to start with establishing information and promotion service. Section first as an embryo of RETPC. JE- N

2 Decision Making and Monitoring Process: If the answer is Fully or Mostly, please state the reasons for your judgment (if any). If the answer is Partly or Not at all, what are the obstacles, the negative impacts on the implementation of the Project, and the measures taken (or to be taken)?

(1) Has Indonesian CP participated in the decision making process regarding the Project?	Fully(2) Mostly() Partly() Not at all() n/a()	PM- F: Any decision making process has been done by Indonesian CP in cooperation with long term JICA's experts and Dinas JE- F: Weekly meeting within Project Team has been held regularly for the information sharing
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<p>(2) Has Indonesian CP participated in the planning and monitoring of the Project activities fully?</p>	<p>Fully(6) Mostly(2) Partly(0) Not at all(0) n/a(0)</p>	<p>PM- F: Any planning and monitoring of activities has been done by Indonesian CP in cooperation with long term JICA's experts and Dinas. JE- F: Weekly meeting within Project Team has been held regularly for the information sharing</p> <p>RETPC Heads (1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <p>1. F: Meeting to make proposal for program 2. F: Because some programs were made by NAFED, IETC and JICA and all of RETPC monthly and annual report has sent to Dinas, IETC, NAFED and JICA. 2* F: All staff of RETPC participated in making annual plan/program and monitoring of the RETPC activities. We also conducted a weekly and monthly meeting to discuss and monitor our plan. 3 M: Through distribution of their own duties and function. Including planning, implementation, evaluation activities. 3* F: As a CP of RETPC they're active to participate in the planning and monitoring of the Project activities through programs done by each RETPC. 4 M: Less communication. Less team work</p>
<p>(3) Have the issues pointed out in the monitoring process (both by Indonesian and Japanese side) been addressed properly without delay?</p>	<p>Yes(6) No(2) n/a(0)</p>	<p>PM- N: Delay happened in the beginning (renovation of the building in three provinces due to the availability of candidate of RETPC's buildings) JE- Y: Weekly meeting within Project Team has been held regularly for the information sharing</p> <p>RETPC Heads(1=SBY, 2=MDN, 3=MKS, 4=BJM)</p> <p>1. Y 2. Y 2* Y: The program implemented by RETPC reported to DINAS, NAFED, IETC and JICA by monthly report. 3 Y: In the RETPCs meeting, RETPC and NAFED meeting, RETPC and JICA meeting, giving some inputs how to improve RETPC management. 3* Y: The programs implemented based on planning 4 N: No consistence monitoring, not solution oriented. Difference instruction from different counterpart</p>

3 Communication

<p>(1) Has the communication within the PT (ie. NAFED/IETC) been appropriate in implementing the activities?</p>	<p>Fully(0) Mostly(5) Partly(0) Not at all(0) n/a(0)</p>	<p>PM- M: Since not all of NAFED people are not known RETPC's project in detailed, the communication within NAFED progressing not too smoothly. It needs explanation many times..</p> <p>PT-TC (1=CP for Output 2, 2=for Output 3, 3=for Output 4, 4=for Output 5)</p> <p>1. M 2. M 3 M 4 M</p>
<p>(2) Has the communication within RETPC been appropriate?</p>	<p>Fully(12) Mostly(5) Partly(0) Not at all(0) n/a(0)</p>	<p>PM- M: If there is change in head of Dinas, the communication within RETPCs will not be smoothly for a while.</p> <p>RETPC (Surabaya) (1=Head, 2= Training Div, 3=Info & Pro Div)</p> <p>1 F: By weekly meeting 2. M: In every training activities, RETPC's personnels has known and involved of it 3. F: Each activities communicated and knowing by all staff through weekly meeting</p> <p>RETPC (Medan) (1=Head, 2= Training Div, 3=Info & Pro Div)</p>

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		<p>1 F: Because we had established a working communication within RETPC 1* F: We conducted a weekly and monthly meeting to discuss what the program/activities will be done. 2. F: 2* F 3 F: We had establish a good communication system within ReTPC 3* M: That's a good relation among management team and the staff. This condition made us easier to communicate our activities.</p> <p>RETPC (Makaasar) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: By giving individual duties (job description) according to activities. 1* F: The program implemented by RETPC reported to DINAS, NAFED, IETC and JICA by monthly report. 2 F: Good cooperation. We make a team before starting the training to create the smooth implementation. 3 F: -We do communication to arrange the program and if we face some problem must be discussed with RETPC staff to solve it. Every staff have their own job descriptions and responsibilities. 3*.</p> <p>RETPC (Bajarmasin) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: Resistant to implemented because of culture 2 F: Communication have been implementing to all division, especially to conduct training program 3 F</p>
<p>(3) Has the communication between IETC and RETPC been appropriate?</p>	<p>Fully(9) Mostly(8) Partly(2) Not at all(0) n/a(1)</p>	<p>PT-TC (IETC) (1=for Output 2, 2= for Output 3) 1. M 2. F</p> <p>RETPC (Surabaya) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: Coordination and cooperation training activity and instructor 2 M: RETPC training activities still used IETC syllabus and also part of lecturer coming from IETC 3 n/a</p> <p>RETPC (Medan) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 F: Because IETC has involved in most of RETPC activities and always had a report from RETPC. 1* F: We always communicate with IETC, especially in : - Adopting syllabus/curricula of export training programs. - Recruiting instructors that have not appropriate yet in region, - Transferring knowledge to CP in preparing equipment of distance learning - Conducting training through distance learning 2 F 2* F 3. F: All information related to ReTPC has been sen to the institution like IETC. 3* M: IETC can communicate and coordinate with JICA Project Team in planning and implementing their activities in RETPC timely and correctly.</p> <p>RETPC (Makaasar) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: For example, the discussion about training topic, training subject and instructors. 1* F: IETC support RETPC through development of export training programs based on the need of SME's in region, sending instructors that have not appropriate yet in region. 2 F: Especially in demanding of instructors and cooperate in making training curriculum.</p>

Answers for the Questionnaires- Part I -Implementation Process (Final) 2/22/2006

		<p>3 F: In developing of human resources 3* M: Some of RETPC Training together with IETC</p> <p>RETPC (Bajarmasin) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 - Not good plan (to implement the program without schedule 2 M: Communication with IETC have been appropriate, especially to arrange syllabus of training, instructor. 3 M</p>
(4) Has the communication between NAFED and RETPC been appropriate?	Fully(9) Mostly(8) Partly(2) Not at all(0) n/a(0)	<p>PT -TC (NAFED) (1=CP for Output 4, 2= for Output 5) 1 M 2 M</p> <p>RETPC (Surabaya) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: Coordination and cooperation information promotion activity 2 M: Information from NAFED about new regulation Trade Promotion and Market always needed by participants. Budget that was support training activities 3 F: Getting foreign market information. Getting trade policy information. Getting facilitation stand foreign exhibition</p> <p>RETPC (Medan) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 F: Because NAFED has involved in most of RETPC activities and always had a report from RETPC. 1* F: We communicate with NAFED, especially in : - Managing inquiry, sending references (books, market information/market brief, catalog, - Transferring to CP of RETPC (how to manage mini display and library, virtual exhibition and Internet) - Providing booth for Resource Indonesia, Jakarta International Houseware - Making Budgeting Plan from Nafed 2 F 2* F 3 F: All information related to ReTPC has been sen to the institution like IETC. 3* P: NAFED didn't communicate their activities with RETPC. It would be better if RETPC activities can be synergized with NAFED activities</p> <p>RETPC (Makaasar) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: For example, the system of information, the improvement of RPTC capability in the technology information. 1* F: NAFED support RETPC through development of information/promotion programs by sending inquiry, books, market information/market brief, catalog, mini display, provide booth for Resource Indonesia, IT transfer knowledge to CP of RETPC, and supporting budget for information/promotion. 2 F: The developing of human resources for RETPC staff 3 F: About International exhibition, NAFED virtual exhibition, Inquiry and Mailing list services and library management 3* M</p> <p>RETPC (Bajarmasin) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M 2 P: Some of NAFED activities for SMEs development not conducted in RETPC. 3 M</p>
(5) Has the communication between the PT and	Fully(6) Mostly(0) Partly(0) Not at all(0)	<p>PM- F: We have a good mechanism like regular weekly meeting and instant communication through phone an e-mail. JE- F: Regularly held weekly meeting are attended by CP both from NAFED and from IETC.</p>

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Japanese Experts be appropriate?	n/a()	PT-TC (All) 1. F 2. F 3. F 4. F
(6) Has the communication between RETPC and Japanese Experts be appropriate?	Fully(9) Mostly(9) Partly() Not at all() n/a()	<p>JE- F: Frequent contacts have been done from both sides when necessary.</p> <p>RETPC (Surabaya) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: Expert and other supports actively from JICA RETPC's Project. 2 M: In Some activities such as TV Conference between Tokyo(Osaka) - Jakarta- Surabaya. Training Programmes and also Training for RETPC Counterpart 3 M: Give recommendation to entry Japan Market</p> <p>RETPC (Medan) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 F: Because JICA has involved in most of RETPC activities and always had a report from RETPC. 1* F: The Japanese Expert been communicate with CP of RETPC in development of management, enhance capability building for CP of RETPC (by participating training in RETPC, NAFED Jakarta and Japan) 2 F 2* F 3. F: All information related to ReTPC has been sen to the institution like IETC. 3* M: We learned many things, how to manage time, how to arrange seminar etc. in order to have clear and fixed information on something.</p> <p>RETPC (Makaasar) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M: For example, the co-operation in RPTC socialization, the training of management, TOT, and promotion through catalogue and brochures. 1* F: The Japanese Expert being communication with CP of RETPC in development of management and good team work. 2 F: There are the Japan experts as the instructor at RETPC 3 F: conducting their suggestion to create good team work to develop RETPC program. 3* M</p> <p>RETPC (Bajarmasin) (1=Head, 2= Training Div, 3=Info & Pro Div) 1 M 2 M: To evoke socialization for RETPC not maximum Communication with Japanese Expert have been appropriate, especially to arrange short term expert as a lecture in the training 3 M</p>

1.4 Other contributing and hampering factors: *If the answer is Yes, please explain,*

(1) Are there other factors that have contributed the implementation of the activities?	Yes() No() n/a()	PM- Y: Good commitments of Dinas and seriousness of CP in RETPC to support project fully contributed to establish and implement management and operation system of RETPC. JE- N
(2) Are there other factors that have negative impacts on the implementation of the activities?	Yes() No() n/a()	PM- -: The limited availability and late disbursement of regional budget create an impact of delaying activities of implementation of RETPC system and replicating capacity building. JE- N