



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)

As a result of the above, the paper is the more to be  
valued as a work of art, and the more to be  
valued as a work of art, the more to be  
valued as a work of art, the more to be

07404

UNITED NATIONS INDUSTRIAL  
DEVELOPMENT ORGANIZATION

Distr.  
RESTRICTED  
UNIDO/IOD .63  
5 January 1977  
ENGLISH

---

PROMOTIONAL PROJECT FOR THE DEVELOPMENT OF  
EXPORT-ORIENTED INDUSTRIES IN SELECTED  
SOUTH-EAST ASIAN COUNTRIES (PHASE I), 1/

VS/RAS/75/011  
INDONESIA

Project findings and recommendations

Prepared for the Government of Indonesia by the  
United Nations Industrial Development Organization

Based on the work of W. J. Dziecielewski, consultant, of  
evaluation of export potential

1/ This document has been reproduced without formal editing.

id.77-047

CONTENTS

<u>Summary I</u> .....	3
<u>Introduction I</u>	
1. Background.....	3
2. Objectives.....	3
3. Official arrangements.....	4
<u>Work completed I</u>	
1. Questionnaire.....	5
2. Plan of Operations.....	5
3. Training.....	5
4. Phase II.....	5

APPENDICES

Appendix I	- Questionnaire.....	7	
Appendix II	- Interviewers report form.....	11	11
Appendix III	- Instructions to interviewers.....	12	12
Appendix IV	- Budget estimates - provisional.....	14	14
Appendix V	- Critical Path Analysis - Operations Plan for the Provinces.....	20	20
Appendix VI	- Counterpart Personnel - Training.....	21	21

Summary :

This Report sets out the work that has been completed during Phase I of the Consultant's assignment in Indonesia, covering the six week period from 21, November 1976 to 1, January 1977. The official request by the Counterpart Agency, NAFED - ( National Agency for Export Development ), asking the Consultant to return to Indonesia for Phase II, on or about 20 February 1977, has been forwarded to UNIDO by the Project Manager.

Introduction :

1. Background

This 3 month - two phase project, is only a component of a regional promotional project designed to develop export - oriented industries in selected South East Asian Countries. To comply with one of the Indonesian Governments stated policy aims, namely the development of non-traditional exports, the National Agency for Export Development - NAFED has found it necessary to conduct an Export Potential Survey ( Company Profiles ). To carry out this task NAFED requested UNIDO to provide the technical assistance required to implement this micro - economic study.

2. Objectives

The short term objectives consist of establishing generally applicable criteria for the survey , the completion of all the required preparatory work e.g. questionnaire, instructions budgets, operational plans, interviewer training etc, and the launching of the survey in Jakarta and the Provinces. The long term objective is to obtain from the results information on the current state of industry in Indonesia , the type and quality of products available for export and to pinpoint those companies and industry sectors, which with NAFED help and assistance, could begin to export their products.

At the same time the survey sets out to ascertain the scope and type of assistance which NAFED will be expected to supply.

3. Official Arrangements

Having left London on the 21 November the Consultant was briefed by UNIDO in Vienna on the 22 November and arrived in Jakarta on the 23 November. Following introductions by Mr. Hirata - The Project Manager to UNDP and Counterpart Agency officials preliminary work on the Export Potential Survey began on the 25 November.

The consultant would like to take this opportunity to thank all NAFED staff members for their help and co-operation without which the work program could not have been completed in the short time available. Particular thanks are also due to Mr. T.W. Robinson - ITC Senior Market Development Adviser for his assistance, with the Interviewer Training Program.

4. The survey covers 17 provinces plus Jakarta and will endeavour to interview:

- a) All export licence holders (whether active exporters or not).
- b) All industrial companies with over 25 workers.
- c) All companies which have received or applied for local or central government grants aid etc.
- d) A sample of 10 % to 15 % of existing handicraft establishments.

It is estimated that this will involve interviewing 5,300 companies in the provinces and some 2,000 in Jakarta. These 7,300 companies represent an estimated 80 % of the total number of industrial and agricultural produce processors, some 12 1/2 % of all handicraft workshops who between them account for some 95 % of total industrial output.

Work Completed :

1. Questionnaire

Following discussions and a close examination of the requirements and implications contained in the draft questionnaires submitted by each of the Product Centres, a composite questionnaire ( see Appendix I ) was drafted and recommended for use in the survey. An Interviewers Report Form and a set of instructions were also prepared ( see Appendix II + III ). All these documents have been translated into Indonesian and printed.

2. Plan of Operations

The Plan of Operations and implementation of the Export Potential Survey-Company Profiles are summarised in Appendix IV and V. It is intended to interview an estimated 5,300 companies in 17 provinces and 2,000 companies in Jakarta. The survey began in Jakarta on December 11th and it is planned to begin interviews in the provinces on a phased basis as shown in Appendix V.

The first province being Sumatera - Utara ( Medan ) in the last week of December and interviews will have started in all provinces by 30th January. The time allowed for the completion of the survey depends upon the number of estimated interviews and will last from 4 to 10 weeks.

All interviews should be completed by the 11/3/1977.

3. Training Program

The Counterpart Staff Training Program is set out in Appendix VI. The training program in Jakarta was used not only to train NAFED staff members in interview techniques but also as a vehicle by which the questionnaire was tested.

A further byproduct of company visits in the course of training was a check on Pan Asian Consultants Ltd, who were contracted by NAFED to carry out 450 interviews in Jakarta prior to my arrival.

4. Phase II.

During Phase II of the assignment which is due to start on or about 20 February 1977 the embryonic methodology already established for evaluating the results will be expanded, an evaluation and interpretation of results made as well as recommendations for follow-up action.

Phase II will involve the expert in three specific tasks:

- 1) Field evaluation of the progress of the survey and any additional advice to ensure its completion on or before 31 March 1977.
- 2) The establishment of a permanent data processing bank/action in NAFED consisting of 5 staff members and the planning and execution of the preliminary analysis of survey results. This will entail an analysis of the company profiles on a product by product basis to select within each product/industry group those products and companies which with additional help could enter exports markets.
- 3) Select and analyse results of a number of industry/product groups, establish the analytical framework and train the staff members assigned to the data bank the methodology thereby enabling them to complete the analysis.

Once this analysis is completed say July/September 1977 it is foreseen that additional expert help will be required by NAFED to fully utilise these results. To ensure that the full benefits of this survey are used to the maximum, particular help will be needed to draft:

- a) A comprehensive report with findings and recommendations to the Indonesian Government on the legislative and administrative changes which will have been highlighted as prerequisites, in order that export development can be implemented by NAFED.
- b) A system of detailed instruction for follow up will have to be designed for NAFED to ensure that those products and industry sectors which appear the best placed for promotion in export markets receive the correct type and quality of help in:  
Promotional activities, packaging or product adaptation, production process improvement, product design or whatever other problem they may be experiencing.



NATIONAL AGENCY FOR EXPORT DEVELOPMENT



NAFED

BPEN

Export Assistance Questionnaire  
and Estimate of Present and Future Export Capability

PART I - COMPANY DETAILS

Name of firm .....  
Head office address .....  
.....  
P.O. Box No. .... Cable address .....  
Telephone No. .... Telex number .....  
President .....

STATUS     P.T.     PARTNERSHIP     Co-op     Joint venture  
           CV         Sole ownership  
                           Existing     PMDM     PMA

Date established .....  
Bankers .....  
Branch plant(s) or offices .....  
.....

Total number of employees:  
Number actually engaged in production:

Total capital employed including land, buildings, plant, machinery equipment and working capital .....

Coding chart

- A over Rp. 700 million
- B Rp. 300 - 700 million
- C Rp. 100 - 300 million
- D Rp. 10 - 100 million
- E under Rp. 10 million



Insert code letter

**PART II - OPERATIONAL DETAILS**

**Category**

grower

manufacturer

merchant

**Description of products**

annual

Value  
(in million Rp.)

Quantity

- (i) .....
- (ii) .....
- (iii) .....
- (iv) .....

Installed capacity (annual) quantity .....

Current production rate as percentage of installed capacity ..... %

**Raw material source and manufacturing supplies:**

(a) domestic            % value

(b) imported            % value

If imported, list raw materials concerned .....

Have you any definite plans to increase capacity or to modernize production?  
(Specify)

.....  
.....  
.....

PART III - MARKETING ARRANGEMENTS

(A) DOMESTIC MARKET

(i) In what regions are your products sold?

.....  
.....

(ii) Do you sell to

wholesalers

retailers

consumers

(iii) Do you maintain stocks?                      yes / no

(B) EXPORT MARKETS

(i) Are you exporting now?                      yes / no

(ii) If YES, to what countries? .....

(iii) Have you an agent or distributor abroad?  
If so, give name (or names) and adress:

.....  
.....  
.....

(iv) What was the value of your exports in the last 3 years?

197                    197                    197  
US\$                    US\$                    US\$

(v) What lead time do you require for execution of export orders?

.....

(vi) What monthly capacity have you available for export?

.....

**PART IV - EXPORT ASSISTANCE REQUIRED**

(t) Interested in information on following overseas markets for

Products .....

Countries .....

(11) Require introduction to buyers/agents in

.....

(111) Interested in participating in Trade Fairs and Exhibitions in

.....

(1v) Interested in joining selling missions to

.....

(v) Capacity to conduct business correspondence in English

No problem	<input type="checkbox"/>
Easily	<input type="checkbox"/>
With difficulty	<input type="checkbox"/>
Not at all	<input type="checkbox"/>

(vi) Interested in staff training programmes in export techniques: yes / no

(vii) Special problems related to export

.....

.....

**PART V**

Do you wish to take advantage of a free listing of your firm in NAFED Export Trade Directory based upon the details given in Parts I and II?

yes / no

NATIONAL AGENCY FOR EXPORT DEVELOPMENT

NAFED

BPEN

Visiting Officers Report form

Date .....

Name of visiting officer

Name of firm .....

address .....

Name of person seen .....

Position in Company .....

1. PHYSICAL FACILITIES :

Describe, size and condition of buildings plant equipment and state of maintenance. What quality control exists.

2. OFFICE FACILITIES :

General impression of efficiency tidiness, equipment available, etc.

3. PRODUCT :

Observations on design, quality and suitability for export. Is the packaging up to international standards ? Have they experience in export packaging ?

4. General appraisal of the management and of their enthusiasm or lack of interest in exporting.

5. Observations on any experience they may have had of trade fairs overseas or of selling missions overseas.

(signed) .....

Visiting Officer.

ACTION TO BE TAKEN BY NAFED DESK OFFICERS.

DISTRIBUTION :

INSTRUCTIONS FOR INTERVIEWING OFFICER

1. Success of this survey depends upon the full cooperation of the firms visited. Those taking part should therefore look upon it as a public relations campaign as well as providing the basis for an export drive. The approach is intended to explain the functions of NAFED and the assistance it can give to exporters. The information sought will enable NAFED to improve its service to exporters and potential exporters and to penetrate export markets more effectively in the national interest.

2. The company's President or most senior executive available should be seen in every case.

3. Status - Tick appropriate status category and show whether the business is an existing or PMDM or PMA firm.

4. Description of products - List main products and annual value. Quantities should be either units, weight, metres or litres as appropriate. Collect sales literature if available.

5. Installed capacity is the total capacity assuming 3 shift working in the case of continuing processes, e.g. textile weaving or chemical production and single or double shift as applicable to other industries.

6. Raw materials - A separate note should be made of any supply problems or price difficulties.

7. Expansion and modernization plans, state details and show whether under PMDM or PMA. If no plans exist, state "None". Use separate sheet if necessary.

8. PART III Domestic Market

(i) The purpose of this question is to find out how widely the products are sold in Indonesia. It would be sufficient to state e.g. "all Indonesia" or "Java and Sumatra" or "West Java", etc.

(ii) This question is meant to describe the existing marketing chain e.g. from manufacturer to large buyer to small trader to final customer.

### 9. Export Markets

B(111) NAFED is strengthening its activities in overseas markets through Trade Centres and the Commercial Attache network and trade contacts can be facilitated if the local representative of an Indonesian firm is known. But if a firm does not want this information to be published it can be marked "Confidential".

(vi) The interviewer must be careful about the answer to this question and must try to establish what is the real capacity to produce over and above existing home market sales. The question is what can actually be delivered against firm orders. If the interviewer has reason to doubt the answer given, he should say so in his personal report.

### 10. PART IV - Export Assistance

This is the most important part of the interview and will also form an important part of the interviewer's personal report on the visit. The function of NAFED as a service for exporters should be fully explained. This section of the questionnaire will identify practical help needed. (Section vii) should describe the particular problems of the firm rather than generalities. Firms already exporting will be able to quote specific cases in detail. Firms not exporting should be asked what are the main reasons deterring them.

**BUDGET ESTIMATES - EXPORT POTENTIAL SURVEY (COMPANY PROFILES)  
IN THE PROVINCES**

PROVINCE NAFED - REGIONAL OFFICE	ESTIMATED NO OF EXPORTERS (COMPANIES)	ESTIMATED NO. OF COMPANIES	NO. OF PANAFA INTERVIEWS	NAFED SUPERVISORS		TRAVEL COST TO & FROM PROVINCE Rps	SUPERVISORS OTHER COSTS Rps	NAFED REGIONAL OFFICE COST Rps	INTERVIEW COSTS Rps	TOTAL ESTIMATED COSTS Rps
				NO S. & T	MAN DAYS					
SUMATERA UTARA - MEDAN	286	484	484	341 341	42 21	584,400	693,000	1,258,000	988,000	3,503,400
SUMATERA BARAT - PADANG	74	294	294	241 241	28 21	266,400	539,000	878,000	588,000	2,271,400
RIAU - PEKANBARU	90	219	219	241 141	28 7	250,800	385,000	728,000	438,000	2,801,800
SUMATERA SELATAN - PADJANG	150	305	305	241 141	28 7	87,600	385,000	900,000	610,000	1,982,600
LAMPUNG - TELUK BEKING	122	170	170	241	35	46,400	385,000	630,000	340,000	1,401,400
JAVA BARAT - BANDUNG	115	965	965	341 241	42 28	45,000	693,000	2,220,000	1,930,000	4,888,000
JAVA TENGAH - SAMARANG	106	880	880	341 241	42 21	172,000	693,000	2,050,000	1,760,000	4,675,000
JAVA TIMUR - SURABAYA	173	850	850	341 241	42 21	257,000	693,000	1,990,000	1,780,000	4,640,000
BALI - DENPASAR	66	240	240	241 241	28 14	252,800	462,000	870,000	580,000	2,164,800
N T M - MATARAM	26	52	52	141	28	136,600	308,000	344,000	104,000	942,600
N T T - KUPANG	16	54	54	141	28	236,600	308,000	398,000	108,000	1,050,600
KALIMANTAN BARAT - PONTIANAK	92	116	116	241	28	109,200	308,000	522,000	232,000	1,171,200
KALIMANTAN TENGAH - PALANGKA RAYA	20	69	69	141	28	146,000	308,000	422,000	138,000	1,020,000
KALIMANTAN SELATAN - BANJANG MASIH	67	149	149	241	28	152,000	308,000	588,000	298,000	1,326,000
KALIMANTAN TIMUR - SAMARINDA	44	48	48	141	28	93,200	308,000	386,000	96,000	883,200
INDONESIA UTARA - MANADO	21	36	36	141	21	145,000	281,000	362,000	72,000	810,000
INDONESIA SELATAN - UJUNG PADANG	83	362	362	241 421	28 14	358,400	462,000	1,004,000	724,000	2,548,400
<b>TOTALS-PROVINCES</b>	<b>1,551</b>	<b>5,343</b>	<b>5,343</b>	<b>5041</b>	<b>679</b>	<b>3,319,400</b>	<b>7,469,000</b>	<b>15,616,000</b>	<b>10,686,000</b>	<b>37,090,400</b>
						\$ 7,998	\$ 17,997	\$ 37,629	\$ 25,749	\$ 89,375

**NOTE:** A RESERVE OF 70 MAN DAYS + THE COST OF ONE ADDITIONAL JOURNEY TO EACH PROVINCE SHOULD BE BUDGETED FOR TO COVER ANY UNFORSEEN FOLLOW UP ACTION OR HELP REWARD.  
TRAVEL COST RPS 1,425,100  
170 MAN DAYS RPS 1,370,000  
TOTAL RESERVE Rps 2,795,100



PROVINCIAL BUDGET ESTIMATES - EXPLANATORY NOTES

The total estimated cost of conducting the export potential - company profile survey in each province consists of four main components :

1. NAFED (Jakarta) staff travel costs
2. NAFED (Jakarta) staff subsistence allowance
3. NAFED regional office costs
4. Interview costs

Each of the above items is calculated on the following basis :

1. NAFED (Jakarta) staff travel costs

These consist of :

- a) Cost of return airfare ( Jakarta - Province - Jakarta ) X number of staff members visiting the province ( number of return tickets )
- b) Airport Tax @ Rps 2,000 Per ticket
- c) Travel allowance to cover costs for journeys to and from Airports @ Rps. 3,000 Per ticket,

2. NAFED (Jakarta) staff subsistence allowance

This has been calculated at a composite rate of Rps 11,000 Per man-day spent in the province and consists of :

- a) Estimated cost of Hotels , Meals etc.
- b) Local Travel costs

3. NAFED Regional office costs

These consist of :

- a) Rps 200,000 to cover extra administrative costs caused by the survey
- b) An allowance to cover meetings based on an average of 5 meetings with 6 participants per province  
ie.  $5 \times 6 \times 2,500 = \text{Rps } 75,000$
- c) Meetings consumables :  $5 \times 6 \times 500 = \text{Rps } 15,000$
- d) An allowance of Rps. 2,000 per company to be interviewed to cover regional NAFED staff costs

**4. Interview costs**

Calculated at Rps 2,000 per successful interview and consisting of Rps 1,000 as interviewers remuneration and Rps 1,000 to cover interviewers average local transport costs.

The above estimates are only rough estimates and their validity depends to a large extent upon the accuracy or otherwise of the estimated number of companies to be interviewed in each province. Once lists with actual numbers of companies per province have been received these estimates will have to be adjusted accordingly.

---

1977 - 78 BUDGET REQUIREMENTS

As a result of the export potential - company profile survey carried out in the current financial year ( 1976 - 77 ).

The following additional expenditure has to be provided for in the next financial year 1977 - 78.

1. The cost of evaluation , tabulation and storage of results
2. The cost of review, updating and follow up.
3. The preparation of industry profiles - product surveys
4. The cost of preparing data for the publication of the NAFED export buyers guide
5. The commissioning of market surveys for selected products in selected markets.

Items - 1, 2, 3, and 4 : are largely covered by the need to set up and run a central control unit i.e. statistics section within the present market analysis division to carry out these tasks. The budget provision for this section must cover the following costs

- a) Provision of adequate office space
- b) Provision of office equipment
- c) Full time employment of 5 staff members

Equipment costs must cover :

- 5 desks
- 2 filing cabinets
- 2 typewriters
- 1 cardex system + ancillary equipment
- paper , files , telephone and other consumables

Staff requirements are for :

- 1 section head
- 2 assistants
- 1 full time typist
- 1 typist/clerk

The budget provision must cover :

- a) salaries
- b) travel costs
- c) meetings
- d) printing costs

Item - 5.1 Market surveys for selected products in selected countries will cost on average Rps 3,000,000 per product per market. This 20 surveys would cost Rps 60,000,000.

This estimate is for surveys in Europe by European consultants. In for American consultants would add the cost of travel to and from Europe and European consultants add travel costs to and from the U.S.A.

All consultants would charge approximately Rps 4,000,000 per product per market for surveys in the Middle East, as well as the cost of travel to and from Jakarta.

For a mixed set of surveys i.e. 15 in Europe, 2 in the Middle East and 3 in the U.S.A, plus 3 visits to Jakarta a budget allocation of some Rps 70,000,000 will have to be made.

PLEASE NOTE

1. Market surveys in foreign countries are expensive and should therefore only be undertaken

When :

- a) Products with good export potential have been carefully selected.
- b) Prospective markets for each of the selected products have been selected
- c) An assured supply of the products for export has been identified.

2. The idea of attaching a NAFED staff member to the consultant during the market survey although possible in theory is usually not practical because :

- a) They will learn very little about the methodology of carrying out surveys unless they are attached to the consultants office and actually engaged in surveys.

- b) The cost of this is very high as NAFED would have to cover cost of travel, hotel + sundry expenses for the staff member for the duration of the survey.

BUDGET ESTIMATES FOR THE EXPORT POTENTIAL SURVEY ( COMPANY PROFILES )  
FOR THE JAKARTA AREA

Assuming that some 2,000 manufacturers , manufacturing exporters and exporters will have to be interviewed in the Jakarta area the cost are as follows

1. Interview costs
  - a) Pen Aaien Contract = Rpe 4,500,000 for 450 interviews
  - b) Balance of 1,550 Interviews at Rpe 5,000 = Rpe7,750,000
  
2. Questionnaire
  - a) Design
  - b) Printing
  
3. Staff Training
  - a) Meetings
  - b) Interviews - Travel and Costs
  
4. Central control unit
  - a) Staff
  - b) Equipment
  - c) Cardex
  - d) Office space
  
5. Administrative costs
  - a) Survey team costs
  - b) Meetings
  - c) Administration
  - d) Office supplies  
UNIDO+ I.T.C. consultants
  - e) Travel costs
  - f) Sundry expences



EXPORT POTENTIAL SURVEY - COMPANY PROFILES

INSTRUCTIONS FOR NAFED STAFF MEMBERS SELECTED FOR DUTY  
IN THE PROVINCES

Following your training in interviewing techniques in Jakarta through formal instruction ( meetings ) and on - the - job experience you will be selected to pass on this knowledge to local NAFED staff in your allotted province.

Upon arrival at the NAFED Regional Office your tasks will be as follows :

1. You must explain the purpose of the survey.
2. Arrange for a sufficient number of interviewers to be trained by you.
3. Obtain local Government permission to carry out the survey.
4. Organise the maximum involvement and co-operation of local staff members in the survey.
5. Train local interviewers by :
  - a) Taking each trainee to at least 4 interviews ( companies )
  - b) You will conduct the first interview yourself with the trainee watching and listening
  - c) The trainee will conduct the next 3 interviews with you watching and listening.
  - d) After each interview you will discuss any points which should be improved or modified
6. Having trained the first interviewer you will repeat the same procedure with the next trainee on the following day ; repeating the procedure until all interviewers have been properly instructed.  
Those already trained can start to visit companies and conduct interviews by themselves while you are still teaching others.
7. Having completed your teaching function you must now ensure that:
  - a) The local NAFED office completes the interview programme.
  - b) Make suitable arrangements for the collection and storage of completed questionnaires.

Please Note 1

For most provinces 2 or 3 NAFED staff members will be allocated and in these cases they will stay in the province for 14 days each. They will therefore have to accomplish all the allotted tasks within this time limit.

In the case of less developed provinces 1 staff member will have this task but will be allotted 28 days to complete the work schedule.

Having set up the survey in your province you will return to Jakarta to report. Each local office will continue the interviewing programme up to a target completion date. On or around this date one NAFED - Jakarta staff member will return to the province for a maximum of 7 days to check progress; help with any problems that may have arisen and return to Jakarta with the completed questionnaires.

Priorities

1. Ensure that local NAFED staff fully understand the purpose and importance of this survey
2. Train local interviewers
3. Ensure that the survey will continue in your absence by making a local staff member personally responsible for this work.
- 4a) Try to ensure that all manufacturers and manufacturing exporters in the province are interviewed.  
b) That all larger exporters are interviewed.



COUNTERPART PERSONNEL - TRAINING

NAFED - Jakarta staff members attended five formal training meetings held on the :

- 1 December 1976
- 4 December 1976
- 10 December 1976
- 15 December 1976
- 27 December 1976

During these meetings they were instructed on the purpose of the expert potential survey ( company profiles ), the questionnaire , the expected results, the operational plan, its conduct in the provinces and interview techniques to be adopted. In addition every staff member selected to launch and supervise the conduct of the survey in the provinces received on - the - job practical interviewing experience by accompanying the UNIDO consultant during interviews in the Jakarta area ( questionnaire testing ).

A total of 34 NAFED staff members received this training.

Agricultural Product Centre

- 1. Ir. Soetrisno Widjaja
- 2. Dra. Susilowati Ismakun
- 3. Fadlun Rustam Jalil
- 4. Radianto Hadi Mulyono
- 5. Kamelihi Johan
- 6. Atika Murni
- 7. M. Napis
- 8. Irzany Kamerny

Industrial Product Centre

- 1. Drs. M. Saleh Amin
- 2. Ir. Dobby Hidayat
- 3. Sunarso
- 4. Djemian L. Geol
- 5. Areil Saleh Chaniago
- 6. Edwin Junus
- 7. Bambang Mandoyoreno

Handycraft Product Centre

1. Drs. M. Chanani
2. Drs. Iman Rusjamsi
3. Sjechril Nazar
4. Djolang Djohar Raya
5. Haryono

Information Section

1. Anil Ramal
2. Hardamayah Indra

Market Analysis Division

1. Drs. Neinggclan
2. Rizal Alamsyah
3. A. Faizul
4. Haryono Edy Purnomo
5. Frans Eddy. H
6. Drs. Hamdeni
7. Thamrin Bustami
8. Djoko Mulyono
9. Drs. Turnip Palman
10. Hatanto Rekso Putranjo

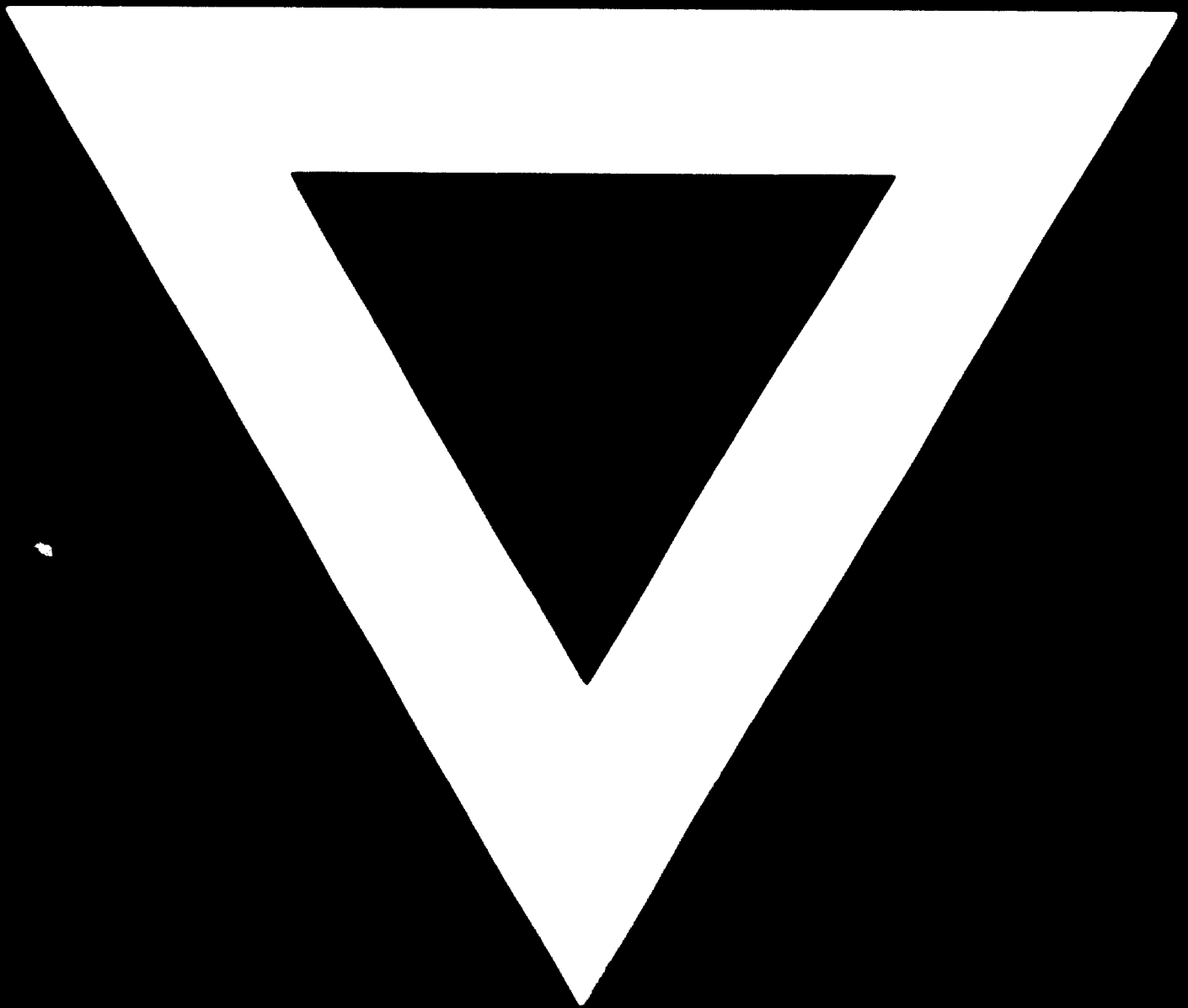
Planning Section

1. Busyre Muhdi
2. Bineri Panjaitan

Because a part of the survey ( 450 company interviews ) in the Jakarta area had already been awarded under a consultancy contract to pan asian consultants Ltd prior to my arrival in Jakarta, it was necessary to train this company's interviewers to ensure that their methods were not at variance with those selected for the rest of the survey. Accordingly two training sessions were held on the 4 and 10 December with a participation of 46 interviewers at each meeting.



**C-347**



**77. 10. 07**