



**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.

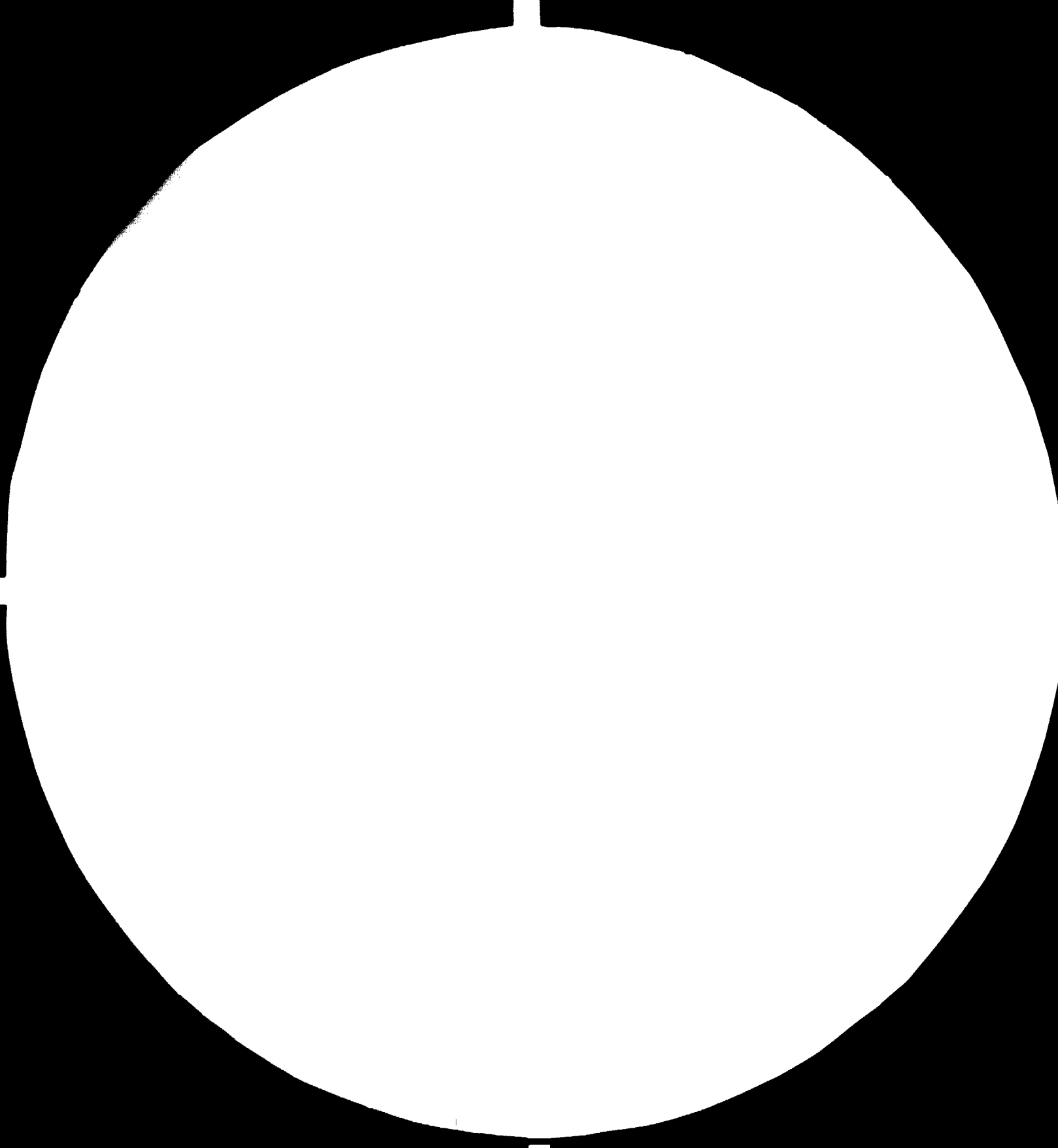
## FAIR USE POLICY

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)





MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS  
STANDARD REFERENCE MATERIAL 1010a  
(ANSI and ISO TEST CHART No. 2)

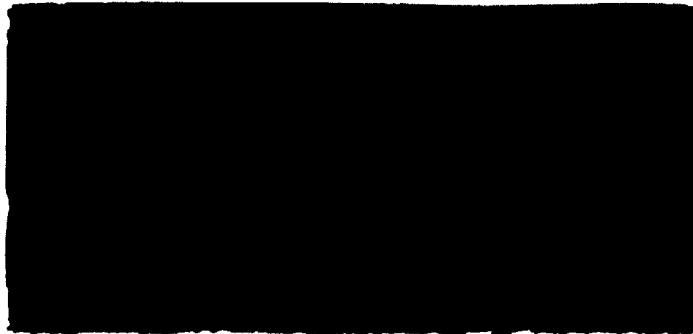


UNIDO/UNDP



14549

**ASSISTANCE TO THE DEVELOPMENT OF SMALL INDUSTRY  
IN INDONESIA  
(PROJECT DP/INS/78/078)**



*Herminie R. Fajardo*

200

1984

**DEPARTEMEN PERINDUSTRIAN  
DIREKTORAT JENDERAL INDUSTRI KECIL**



RESTRICTED

English

PROJECT: INS/78/078 - ASSISTANCE TO SMALL INDUSTRIES  
DEVELOPMENT

14549

Indonesia.

TRAINING AS A COMPONENT IN THE ASSISTANCE  
TO SMALL INDUSTRY DEVELOPMENT IN  
INDONESIA

END-OF-MISSION REPORT .

DP/INS/78/078

Prepared for the Government of Indonesia  
by the United Nations Industrial Development Organization,  
acting as executing agency for the United Nations Development Programme

Based on the work of Herminia R. Fajardo,  
Industrial Training Expert, INS/78/078

United Nations Industrial Development Organization  
Vienna

Report No. 76

November 1984

This report has not been cleared with the United Nations Industrial Development Organization which does not, therefore, necessarily share the views presented.

TABLE OF CONTENTS

	<u>Page</u>
ABSTRACT	i
ABBREVIATIONS AND ACRONYMS	iv
1.0 INTRODUCTION	1
2.0 OBJECTIVES OF THE TRAINING COMPONENT OF PROJECT: ASSISTANCE TO THE DEVELOPMENT OF SMALL INDUSTRIES	2
3.0 ACTIVITIES AND OUTPUTS	5
3.1 Work Strategy	5
3.2 Working Relations	6
3.3 Activities and Outputs	7
3.3.1 Identification of Training Needs	8
3.3.2 Planning and Implementation of Training Programmes	10
3.3.3 Collaboration with Research Institutes	13
3.3.4 Development of Counterpart Personnel	13
3.3.5 Corollary Outputs	14
4.0 ACHIEVEMENT OF IMMEDIATE OBJECTIVES	17
5.0 UTILIZATION OF PROJECT RESULTS	
5.1 Training and Development of Additional Trainers	19
5.2 Career Development for Extension Workers	20
5.3 Manualization of Training Programs	20
5.4 Institutional Framework for Training and Development	20
6.0 FINDINGS	21
7.0 RECOMMENDATIONS	24
7.1 Long Term	24
7.2 Immediate	24

	<u>Page</u>
ANNEXES: I LIST OF OFFICIALS COLLABORATED WITH	26
II TRAINING PROGRAMS IN RESPONSE TO IDENTIFIED TRAINING NEEDS FOR FUNCTIONARIES IN THE DGSI	28
III TRAINING NEEDS OF EXTENSION WORKERS	33
IV TRAINING PROGRAMMES SUITABLE FOR SMALL INDUSTRY ENTREPRENEURS	35
V REPORTS PREPARED BY ITE	37

## ABSTRACT

This end-of-mission report of the Industrial Training Expert in Project: INS/78/078 - Assistance to Small Industries Development in Indonesia, is a presentation of 30 months (April 1982 to October 1984) of work activities directed towards the upgrading of the planning, implementation and monitoring of the in-service training programmes for extension officers, trainers and entrepreneurs, without prejudice to touching on other aspects relevant therein.

Much of the activities discussed herewith have found their way into the operations of the Directorate General of Small Industry from the point of view of work interaction and relations with various personnel at different levels of the organization, as well as in implementation of ideas where found appropriate. There have been substantial acceptance and appreciation of many concepts about training for small industry development in the course of the mission foremost of which is the recognition that training is a necessary continuing activity in any organization.

The report incorporates areas in the field of training that need attention to enhance the achievement of the immediate objectives of upgrading the performance of activities involved in training, principally the institutionalization of the function through better organization and management.

Specifically, recommendations for future lines of action are as follows:

1. Long Term Recommendations

The Office of the Secretary to the Director General of Small Industry, which has the responsibility for carrying out personnel development and organization matters, is recommended to look into the setting up of an organic mechanism that can undertake the massive task of training and developing of the staff of all units of the Directorate General of Small Industry, as well as small industry entrepreneurs.



The findings and conclusions point to the need for looking for the appropriate organizational unit that can authoritatively manage and organize the training function in the DGSI. The principal idea is to consolidate all efforts involved in the training and human resources development function for small industry development. In this way, the training and development needs may be better managed as a support function in the attainment of objectives in small industry development.

2. The identified training unit should plan and schedule the organized training of personnel involved in the training function on a periodic basis in response to training needs. Likewise, training of small industry entrepreneurs should be in accordance with priorities as established by the five-year development plans as well as identified training needs.

#### Immediate Recommendations

1. The Directorate for Program Development in coordination with the office of the secretary to the Director General is recommended to draw up a comprehensive plan for human resources training and development on a five-year (annual) basis synchronized with the five-year development targets and programs of the DGSI. Corollary to the above, the scheme for systematic implementation of the comprehensive plan with provisions for review and evaluation on an annual basis, as needed, should likewise be incorporated.
2. The Preparation and/or review of the organization manual of the DGSI to include job descriptions for each position in the organization, is suggested for undertaking by the Office of the Secretary of the Director General, at the start of each five-year development period.  
The job descriptions will then be the basis in the setting of specific objectives for each position against which performance may be better evaluated.

3. The Training and Education Group of BIPIK (Project for Guidance and Development of Small Industry) in coordination with the Personnel Division, Office of the Secretary to the Director General, is recommended to conduct a survey with the objective of setting up an inventory of resource persons in a systematic index file for ready access for training programs at the national and regional levels.
4. The Training and Education Group of BIPIK may set up a system of evaluating training programmes for implementation on a continuing basis.
5. The Training and Evaluation Group of BIPIK may conduct research activities on relevant and timely topics in support of training activities.
6. The Training and Education Group of BIPIK may undertake a continuing function of designing training programs in response to identified training needs.

With the availability of human and other resources in the organization, the training function for small industry development faces an encouraging perspective for continuing attention. This falls into the national focus in the Fourth **Five-year** Development Plan (Repelita IV) on the mobilization of national human, physical and financial resources to further consolidate the foundation of national development towards actual economic take-off by Repelita VI.

ABBREVIATIONS AND ACRONYMS

BIPIK	Proyek Bimbingan dan Pengembangan Industri Kecil (Project for Counseling and Development of Small Industry)
CSF	Common Service Facility
DGSI	Directorate General of Small Industry, Department of Industry
ITE	Industrial Training Expert
MIE	Mini Industrial Estate
PELITA	Five-Year Development Period
PPIK	Pusat Pengembangan Industri Kecil (Center for Small Industry Development)
PSP2IK	Project for Upgrading Facilities for Assistance and Development of Small Industries
PUSDIKLAT	Center for Education and Training, Department of Industry
PUSBINLAT	Center for Development of Industrial Skills and Vocational Training, Department of Industry.
REPELITA	Five-Year Development Plan
REPELITA III	Third Five-Year Development Plan
REPELITA IV	Fourth Five-Year Development Plan
UNIDO	United Nations Industrial Development Organization

## 1.0 INTRODUCTION

The design of Project: INS/78/078 - Assistance To Small Industries Development, was intended to coincide with the efforts of the Government of Indonesia in the establishment of Small Industry Development Centers, Mini Industrial Estates and Common Service facilities, etc. To complement these activities, the Project envisioned the training and recruitment of extension service officers as one of the areas that needed attention.

Due to time shift, however, in the implementation of the Project, whereby commencement was delayed by more than a year, the small industry development facilities to be assisted were already in operation by the time the Project started. Hence, instead of being in at the installation stage, the team of UNIDO experts were confronted with the tasks of providing technical assistance in the already operating development facilities. Training programs were well under-way with more than 1,500 extension workers in position.

The task of the Industrial Training Expert (ITE) was shifted in composition and emphasis towards the training of personnel involved in the training function and less for the extension workers and entrepreneurs. Hardly any assistance was given in the actual recruiting and training of field extension workers.

Without deviating from the objectives of the Project, activities of the ITE focused on the perceived needs in the area of training with the aim in view of upgrading the capabilities of concerned personnel in the management of the training function, thus equipping them with the concepts and methodologies involved in training, anticipating their capabilities for self-reliance in the future.

2.0 OBJECTIVES OF THE TRAINING COMPONENT OF PROJECT: ASSISTANCE TO  
THE DEVELOPMENT OF SMALL INDUSTRIES

The Project Document, as agreed upon between the Government of the Republic of Indonesia and the United Nations Industrial Development Organization (UNIDO) in December 1980, specifies the provision of assistance in the planning and implementation of the various programmes of the Government in the promotion and development of small scale industries through the Directorate General of Small Industry (DGSI), of the Department of Industry, in contribution to the attainment of the objectives in the 3rd Five Year Development Plan (Repelita III, 1978/79 to 1983/84). The Plan called for specific actions in the provision of training facilities in the development of the small business community under the equity objectives of the Government.

Specifically, the Project Document provides for the "upgrading of the planning, implementation and monitoring of the in-service training programmes for the extension officers, trainers and entrepreneurs" and the training of staff of Mini Industrial Estate (MIEs) and Common Service Facilities (CSFs) in the regions covered in the project, namely: North Sumatra, West Java, Central Java, Yogyakarta, East Java, South Sulawesi, Special Region of Jakarta, Bali and Aceh.

As an elaboration of the Project Document the activities to be achieved as specified in the job description of the Industrial Training Expert (ITE) are:

- 1) Identification of the problems encountered by small industry entrepreneurs in the country in the field of management procedures and production techniques (such as book-keeping, cost accounting, organization, quality control, standardization, design of products, etc.) and assessment of training needs;
- 2) Planning and implementation of formal, on-the-job training programmes and seminars both for field extension service officers and small industrialists;

- 3) Collaboration as much as possible with existing Research Institutes when conducting the training programmes;
- 4) Training of counterpart personnel in the preparation of training materials and in the implementation of programmes.

Furthermore, the Project Document specified the role of training in the staff training requirements in the overall planning, programming and promotion in respect of the establishment of Mini Industrial Estates (MIEs) Small Industry Development Centres (PPIKs), Extension Service Centres and Common Service Facilities (CSF), the "planning, programming and implementation of training programmes for the extension officers trainers and entrepreneurs" at the central level the "assistance in the training of the MIE, CSF and enterprise staff" and "assistance in the formulation and implementation of the training of field extension officers and entrepreneurs" at the field level.

In quantitative terms, the following outputs are expected upon completion of the project as provided in the Project Document and its revision dated September 1982:

- 1) Training of 300 to 500 extension service officers (including a number of trainers) and small industry entrepreneurs, through technical and entrepreneurial development programmes implemented within the country; and
- 2) Design and preparation of course materials for 15 new training programmes.

These objectives and targets are in consonance with the essential goals in the Third Five-Year Development Plan launched by the Government of the Republic of Indonesia in April 1979 for the fiscal period 1979/80 to 1983/84, which called for the elevation of living standards and levels of knowledge of the people, the striving for more equitable and fair distribution of welfare for the whole population, and the laying of strong foundation for the next stage of development, within the fundamental tenets of the state policy - the trilogy of social equity, sustainable growth and national stability.

The promotion of small industry during this development period called for specific government actions in the provision of financial and marketing assistance as well as training facilities.

### 3.0 ACTIVITIES AND OUTPUTS

#### 3.1 Work Strategy

In the light of the foregoing parameters, the training component of the project worked across two (2) areas of concern in the development and utilization of human resources, namely, the training and development of people that deliver services to the small industry sector, and the training and development of entrepreneurs who are recipients of small industry development assistance and services.

It was recognized that the Directorate General of Small Industry (DGSi) is an organization that exists and grows, because it provides the small industry sector of Indonesia with services and assistance facilities that support and contribute to economic development through employment generation, distribution of income opportunities and regional development. To do this effectively, the DGSi must function at an optimum level of productivity as a direct result of the efforts of all personnel in the organization.

It was also accepted that not all of the personnel in the organization work at a productivity level established by standards of performance for the position he or she holds. Similarly, groups of individuals may not consistently perform up to identified standards as influenced by different backgrounds, education, experiences, seniority, etc. When there is a difference or gap between actual performance and what is needed, productivity suffers. This gap may be reduced, if not entirely eliminated, by training, by changing the behavior of individuals, by giving them whatever additional specific items of knowledge, skills or attitudes they need, in order to perform up to levels of standards sets.



The ultimate objective of training, therefore, as a component of the assistance project in the development of small industries, is to help achieve the goals of the organization through the optimum utilization of manpower by bridging the gap between actual and expected performance, through the administration of inputs as called for by the identified training needs.

On the other hand, development needs, as distinguished from training needs, deals with the total growth and effectiveness of each individual in the organization towards the potential that he or she can capably achieve. Developmental activities were therefore, directed to the future, usually of wider levels of responsibilities than those presently held by the individuals.

Likewise, entrepreneurial training and development were directed towards those aspects of management of the enterprise and the proper motivation for entrepreneurship which were found wanting.

The overall strategy, therefore, was to identify these gaps and to design specific training programs that will be responsive to the identified training needs for the individuals or groups of individuals in the DCSI organization as well as the entrepreneurs in the small industry sector.

Corollary to this, was the assessment of the existing training system to determine its adequacy in coping with the delivery of training needs that have been identified and the administration of the training function.

### 3.2 Working Relations

Working relations were established at different strata and groupings of the DCSI both at the central and field level, which provided a broader and deeper incite into the operating mechanism of the organization.

There exists a strong awareness within the DGSI organization for the role of training in the accomplishment of various projects and programs leading to the development of the small industry sector of Indonesia. Situational problems were identified whereby basic policies and programs in the operations of the DGSI have been laid down adequately, but implementation and execution of these programs have been short of targets set. One of the identified solutions to the problem that has evolved is the upgrading of the performance capabilities of the people in each and every unit of the organization through training and development in response to the need for elevating the performance of people to targetted levels. This awareness has provided a receptive and conducive atmosphere for all activities involved in the training function.<sup>1)</sup>

The training activities were undertaken as a collective effort of the UNIDO Industrial Training Expert (ITE) and the Senior and Junior National Counterparts, and in close collaboration with senior officials of the DGSI. (ANNEX I - LIST OF OFFICIALS COLLABORATED WITH).

### 3.3 Activities and Outputs.

In line with the project objectives whereby the team of experts were expected to assist in strengthening the government mechanism for small industry development and give inputs to the implementation of plans and programs in operation in the DGSI, the area of training has found a wide choice for application.

---

1) Consultation Meeting of DGSI with regional heads for the Department of Industry and BIPIK (Project for the Guidance and Development of Small Industry), December 1982.

Within the duties and responsibilities called for by the job description of the Industrial Training Expert (ITE), the following activities have been undertaken for the period 19 April 1982 until 31 October 1984 (30 months).

### 3.3.1 Identification of Training Needs

The identification of training needs of identified groups were undertaken in three (3) phases, as follows:

1) For Personnel Involved in Small Industry Development Functions <sup>2) & 2a)</sup>

The training needs of government functionaries in small industry development work were determined through a nation-wide survey (unstructured) in the performance of seven (7) critical functions, namely: (1) policy and strategy formulation, (2) research and information, (3) human resources training and development, (4) consultancy and extension services, (5) industrial promotions (marketing and entrepreneurship), (6) facilitation and regulation, and (7) administration and management.

The study identified the weaknesses of each group of functionaries that may be corrected by training and twenty (20) training programmes needed to upgrade the work performance of functionaries involved.

(ANNEX II - TRAINING PROGRAMS IN RESPONSE TO IDENTIFIED TRAINING NEEDS FOR FUNCTIONARIES IN THE DCSI)

---

2) Herminia R. Fajardo, Identification of Training Needs for Small Industry Development In Indonesia, UNIDO INS/78/078, Report No. 7, April 1983.

2a) H.R. Fajardo, Report on Conference On Identified Training Needs for Small Industry Development In Indonesia, UNIDO/INS/78/078 Report No. 22, April 1983.

2) For Small Industry Extension Workers<sup>3)</sup>

The study involved a structured survey all over the country of extension workers. As a result, the weaknesses of extension workers in their work performance were determined and nine (9) training programmes were identified for design and implementation as an elaboration of the identified training needs in the first study under the critical function of "consultancy and extension service".  
(ANNEX III - TRAINING NEEDS OF EXTENSION WORKERS)

3) For Small Industry Entrepreneurs In Industry Clusters<sup>4)</sup>

The training needs of small industry entrepreneurs in the clusters were determined through a survey covering the regions of West Java, Central Java, D.I. Yogyakarta and East Java, where 29 %<sup>5)</sup> of small industry clusters assisted by the Directorate General for Small Industry through BIPIK project, and 78.2 %<sup>6)</sup> of small industry units in the country, are located.

---

<sup>3)</sup> Herminia R. Fajardo et al, Identification of Training Needs of Extension Workers, Institution Development Group, Education and Training Group, BIPIK, Directorate General of Small Industry, December 1983.

<sup>4)</sup> Herminia R. Fajardo et al, Identification of Training Needs of Small Industry Entrepreneurs In Industry Clusters, Sub-Project On Human Resources Development, PSP2IK, Directorate General of Small Industry, March 1984.

<sup>5)</sup> Pembinaan Industri Kecil di Indonesia, Direktorat Jenderal Industri Kecil, Departemen Perindustrian, No. EU/13/82.

<sup>6)</sup> Zabidin Yakub and R.E. Duddy Sudrajat Kusumah, Small Enterprise and Entrepreneurship Development In Indonesia, Paper presented in the Workshop On Small Enterprise and Entrepreneurship Development in Eleven Asian-Pacific Countries, TECHNINET ASIA, 17 to 22 February 1983, Pataya, Thailand.

The study revealed and analyzed the profile of small industry entrepreneurs in the clusters in relation to their exhibited weaknesses, and identified twenty three (23) training programmes needed by these entrepreneurs. (ANNEX IV - TRAINING PROGRAMMES SUITABLE FOR SPECIFIC TARGET GROUPS OF ENTREPRENEURS)

### 3.3.2 Planning and Implementation of Training Programmes

In response to the identified training needs mentioned above, the following training programmes have been designed, manualized and/or implemented:

#### A. Programmes Designed, Manualized and Implemented

- 1) Seminar-Conference on Human Resources Training and Development for Small Industry Development (UNIDO/INS/78/078 Report No. 11, March 1983, English/Indonesian)

(35 participants consisting of staff of Directorate General of Small Industry and BIPIK, Jakarta)

- 2) Training Workshop on Identification of Training Needs (UNIDO/INS/78/078 Report No. 10, February 1983, English/Indonesian)

(17 participants from DGSI and BIPIK, Jakarta)

- 3) Training Workshop On Curriculum Design and Preparation (UNIDO/INS/78/078 Report No. 21, July 1983, English/Indonesian)

(10 participants from DGSI)

- 4) Training Workshop on Evaluation of Training (UNIDO/INS/78/078 Report No. 17, June 1983, English/Indonesian)

(14 participants from DGSI and BIPIK, Jakarta)

B. Programs Designed and Manualized But Not Implemented

- 1) Training Program on Product Costing and Pricing (UNIDO/INS/78/078 Report No. 10, February 1983, English/Indonesian)
- 2) Training on Maintenance and Industrial Safety (UNIDO/INS/78/078 Report No. 16, June 1983, English), in cooperation with Industrial Engineer in Medan.
- 3) Training Program on Project Management (UNIDO/INS/78/078 Report No. 32, October 1983, English/Indonesian)
- 4) Training Workshop on Applied Research Techniques (UNIDO/INS/78/078 Report No. 41, January 1984, English/Indonesian)
- 5) Training on Management for Supervisors (UNIDO/INS/78/078 Report No. 65, August 1984, Indonesian)
- 6) Training Workshop on Basic Bookkeeping and Accounting for Small Industry Entrepreneurs (UNIDO/INS/78/078 Report No. 66, August 1984, Indonesian)
- 7) Training Workshop on Marketing Research and Strategy Formulation (UNIDO/INS/78/078 Report No. 64, August 1984, English), in cooperation with Marketing Expert.
- 8) Training Program on Selection of Machinery and Equipment (UNIDO/INS/78/078 Report No. 70, September 1984, English)
- 9) Training Program on Technology Transfer (UNIDO/INS/78/078 Report No. 71, October 1984, Indonesian)
- 10) Training Program on Product Diversification (UNIDO/INS/78/078 Report No. 72, October 1984, English).
- 11) Advance Course for Extension Workers (UNIDO/INS/78/078 Report No. 73, October 1984, Indonesian)

### C. Training Programs Designed But Not Manualized

These programs have been designed and their course outlines incorporated in the reports on identification of training needs mentioned earlier:

- 1) Training on Product Standardization and Quality Control
- 2) Training on Information Management
- 3) Training on Product Design and Improvement as a Tool for Marketing
- 4) Seminar on Small Scale Industry in Indonesia
- 5) Training on Inventory Control for Small Manufacturers
- 6) Seminar on Cooperatives and Industry Associations
- 7) Training on Business Forecasting and Risk Analysis
- 8) Training on Entrepreneurship

### D. Participation in Training Programmes of DGSI

The ITE and the National Counterpart have participated in training programs conducted by the DGSI and BIPIK, as lecturer/resource person, such as the Extension Service Training (TPL) in Yogyakarta, Bali and Jakarta, the Training of Trainers (TPPL) in Bandung and Jakarta, and the Administrative Training for Senior Officers of the Government (SESPA) at the Center for Education and Training (PUSDIKLAT) of the Department of Industry. (150 participants).

### E. On-The-Job Training

On-the-job training activities were undertaken involving a total of sixty (60) persons, as follows:

- 1) Identification of Training Needs - 28 persons<sup>7)</sup>
- 2) Applied Research Techniques<sup>8)</sup> - 6 persons

---

7) & 8) H.R. Fajardo, Report On The On-The-Job Training On Identification of Training Needs, UNIDO/INS/78/078 Report No. 59, 25 May 1984

- 3) Coordination of Training Programs - 4 persons
- 4) Curriculum Design and Preparation - 10 persons
- 5) Evaluation of Training - 4 persons
- 6) Planning of Training Activities for Repelita IV - 1 person
- 7) Design of Career Plan for Extension Workers - 1 person
- 8) Design of Manpower Planning, Training and Development Program - 6 persons

### 3.3.3 Collaboration with Research Institutes

There was very little collaboration with research institutes by the ITE due to practical and administrative reasons. However, substantial interaction was undertaken with the Management Institute of the faculty of Economics, University of Padjadjaran in Bandung, through participation in several workshop on training materials and methodology for upgrading and development of small industry in Indonesia, together with officers of the DCSI. In this workshops, other university participation from all over the country were involved which enabled active interaction on the aspect of training of small industry entrepreneurs.

Other institutional interactions were also established, such as with the Center for Education and Training of the Department of Industry, as a resource person in their senior officers training programmes.

### 3.3.4 Development of Counterpart Personnel

The counterpart personnel assigned to the ITE were closely involved in all the activities undertaken, principally in translating lecturers, reports, training manuals, etc. and in facilitating interaction with all agencies and governmental units with which working relations were undertaken.



Aside from the officially designated counterpart personnel, the ITE had opportunities to work with operating counterparts from various units of the DGSI, namely the Directorate for Program Development, Directorate of Entrepreneurship Development, the Institution Development Group of BIPIK, the Education and Training Group of BIPIK and the Human Resources Development Sub-Project. Work relations with these units included on-the-job training of staff personnel in such areas as identification of training needs, design and preparation of training curricula, preparation of training plans for Repelita IV and drawing up of a career development pattern for small industry extension workers.

Attempts were made to prepare a manpower development plan for Repelita IV with officers of the Directorate for Program Development. However, due to lack of consolidated data and the pressure of time constraint the activity may not be completed within the project time table.

### 3.3.5 Corollary Outputs

Together with the activities undertaken as discussed, other relevant outputs have been produced, as follows:

#### 1) Institutional Framework for Human Resources Training and Development

A pre-forma structure for an institute that can provide an integrated training and development venue for all individuals interested and involved in small industry development has been designed covering objectives, functions, scope of activities, organizational structure and staffing pattern. Alternative choices were presented on how the function may be implemented within the existing organizational structure of the Department of Industry.<sup>9)</sup>

---

<sup>9)</sup> Ram K. Vepa, Institutional Infrastructure for Small Industry Development, UNIDO/INS/73/078 No. 55, April 1984.

2) Career Development Pattern for Small Industry Extension Workers

A career development pattern for small industry extension workers was designed specifying the integration of extension workers into the structural organization of the government and providing for their development to eventually assume various functional roles in the organization.<sup>10)</sup>

3) Scheme for Entrepreneurship Development Program

The structural scheme for an entrepreneurship development program as a component of small industry development was designed within the framework of Indonesian situation. However, the scheme needs elaboration on details of implementation.<sup>11)</sup>

4) Consultation and Extension Service System for Small Industry

From information obtained through the various studies undertaken, assistance was given to the Human Resources Development Sub-Group of PSP2IK in drawing up of a consultation and extension service system for small industries.<sup>12)</sup>

5) Bibliography On Human Resources Training and Development, and Entrepreneurship

In cooperation with the Senior and Junior Counterparts for Industrial Information, a bibliography on human resources training and development, and entrepreneurship was compiled

---

10) H.R. Fajardo et al, Identification of Training Needs of Extension Workers, Institution Development Group, Education and Training Group, BIPIK, DCSI, December 1983.

11) H.R. Fajardo et al, Identification of Training Needs of Small Industry Entrepreneurs In Industry Clusters, Sub-Project Oil Human Resources Development, PSP2IK, DCSI, December 1983

12) Consultation and Extension Service System for Small Industry, Human Resources Development Group, PSP2IK, DCSI, April 1984

for use of trainees and other individuals that are involved in the training function and in entrepreneurship.<sup>13)</sup>

6) Foreign Training and Study Tours

In order to provide a guide for officials of the DGSI on the availment of fellowships for foreign training and study tours, a manual was prepared incorporating the schedule of programs available, their time table and the procedures to follow.<sup>14)</sup>

7) Training Evaluation

Programmes conducted by the ITE were duly evaluated as to effectiveness covering as well the performance of the trainees.<sup>15), 16), 17), 18) & 19).</sup>

- 
- 13) H.R. Fajardo et al, Bibliography on Human Resources Training and Development, and Entrepreneurship, UNIDO/INS/78/078 Report No. 54, April 1984
- 14) H.R. Fajardo, Manual on the Use of fellowships for foreign Training and Study Tours, UNIDO/INS/78/078 Report No. 4, July 1982
- 15) H.R. Fajardo, Report On first Seminar-Conference On Human Resources Training and Development function for Small Industries Development, UNIDO/INS/78/078 Report No. 6, October 1982
- 16) H.R. Fajardo, Report On Second Seminar-Conference On for Small Industries Development, UNIDO/INS/78/078 Report No.9, January 1983
- 17) H.R. Fajardo, Report On Training Workshop On Identification of Training Needs, UNIDO/INS/78/078 Report No. 19, July 1983
- 18) H.P. Fajardo, Report On First Training Workshop On Evaluation of Training, UNIDO/INS/78/078 Report No. 29, September 1983
- 19) H.R. Fajardo, Report On Training Workshop On Curriculum Design and Preparation, UNIDO/INS/78/078 Report No. 59, May 1984.

#### 4.0 ACHIEVEMENT OF IMMEDIATE OBJECTIVES

The immediate objective of the training component of the project is the "upgrading of the planning, implementation and monitoring of the in-service training programmes for the extension officers, trainers and entrepreneurs". Although it is also stated that one of the immediate objectives is the training of staff of the MIEs and CSFs in the regions covered by the project, the achievement of such objective has been assumed by the field industrial engineers, in view of the structural relationships that evolved in the project team, the time and distance constraints and other organizational and administrative complications involved.

Nevertheless, it may be confidently stated that the upgrading in the planning, implementation and monitoring of the in-service training programs for extension officers, trainers and entrepreneurs is being gradually achieved with ultimate results being measureable only on a long term basis, maybe through Repelita IV. Although various techniques have been adopted in performing the many tasks involved in the training function, organizational development in the DGSI will greatly influence the achievement of a stabilized and professionalized training activity. Basically, the concept that training programs must be in response to identified needs, has been fully accepted. Thus, two (2) projects on identification of training needs were sponsored by the organization for undertaking involving the assistance of the ITE.

The basic objective of upgrading the functionaries in the training function has been attained to a substantial extent with the progressive training and development of a group of potential trainers that can reinforce the Education and Training Group, BIPIK. Some of these trainers were integrated into training units of the DGSI as well as the Departement of industry.

The achievement of immediate objectives in the area of training is perceived more in the integration of many activities undertaken into the routine and project operations of the DCSI through close association with organizational personnel at different levels.

The ITE joined the project two (2) months later than envisaged, but had an extension of assignment of eight (8) months, with a total working time of thirty two (32) man-months instead of the originally allocated twenty four (24) man-months. This allowed for practical completion of targetted quantitative outputs, as shown below and the accomplishment of tasks as described earlier:

	<u>TARGET</u>	<u>OUTPUTS</u> <u>ACTUAL</u>
Training of 300 to 500 extension service officers and small entrepreneurs, including trainers	300 - 500	286 by ITE 100 by other experts
Design and preparation of course materials for new training programmes	15	15 by ITE 10 by other experts

## 5.0 UTILIZATION OF PROJECT RESULTS

The extent by which the DCSI has adopted and/or implemented results of the work done in the field of training may not be completely known at this point. Preceding discussions, however, indicated a substantial inroad of ideas and concepts as well as recommendations into the operating mechanism of the training function in the DCSI organization.

### 5.1 Training and Development of Additional Trainers

The four module package of training on the different elements involved in the training and development function, as a response to the need for more and better performing trainers, has effectively been implemented with the support of the organization

Principally, strengthening of the training personnel has been accomplished to some extent, with a number of personnel trained on the function of training having been promoted to more responsible positions in the training activities of the DCSI as well as in the newly organized Center for Development of Industrial Skills and Vocational Training (PUSBINLAT) in the Department of Industry for the Fourth Five-year Development Period (Pelita IV).

In addition, the extent of on-the-job training that have been undertaken confirms the acceptance of the concepts and needs of upgrading the functionaries involved in training.

Assurance was more or less obtained that those who have been trained will be utilized to the optimum in the area of training.

### 5.2 Career Development Pattern for Extension Workers

The career development pattern drawn up for extension workers and its inherent features, especially the upgradation of the career status of an extension worker is under favorable consideration by the organization. Tangible results, however, are not perceivable at this time.

### 5.3 Manualization of All Training Programs

Although the implementation is progressing quite slowly, it is hoped that all training programs will be manualized for ease and uniformity in implementation to obtain desired results. It is also envisioned that new training programmes designed will eventually be implemented in the future.

To mention further results, four of the training manuals prepared are products of collaborative efforts of DSGI staff with the ITE and counterparts.

### 5.4 Institutional Framework for Training and Development

Effective utilization of programmes designed may not be achieved immediately unless the training group can be further strengthened in terms of adequately trained personnel with expanded as well as integrated scope of functions and responsibilities.

## 6.0 FINDINGS

Through the course of activities undertaken by the ITE observations and experiences gained reveal the following findings and conclusions:

- 6.1 The upgrading of work performance of individuals can be better achieved if basically, they have clear cut definitions of their job descriptions.

The job descriptions covered in the Decree No. 228/M/SK/6/1984 on Organization and Work Procedures of the Departement of Industry, are stated in broad terms and do not provide the specific tasks to be undertaken by the personnel staffing the organization. Perhaps an organization manual providing for these details and specifics, needs preparation.

- 6.2 The effectiveness of training programmes and the resources mustered for training purposes, are influenced to a large extent by the availability of quality resource persons to handle the various topics involved in the programs. Within the organization itself there are many individuals who may be tapped to undertake the role of resource persons. Yet there is an apparent shortage of these people when training programmes are being scheduled. A systematic inventory of resource persons may be undertaken to anticipate the needs for such expertise on a continuing basis.

- 6.3 The management of the training function, because of organizational changes, consistently needs strengthening to meet the voluminous demand on training activities for small industry development. There is a need for continuous upgrading of the training personnel themselves to cope with the changing demands for training both at the national and regional level.



6.4 Training programmes designed for the various segments in the small industry sector calls for continuing evaluation and the corresponding design of new programs and/or modification of existing training programmes as needed. Expertise on this must be multiplied among the functionaries involved in training to avoid staleness in programmes being run and to ever up-date programmes in response to varying needs.

6.5 Practices in training activities, if synchronized and integrated adequately, can provide a rich source of data for research purposes to be able to study the characteristics of small industry entrepreneurs and government functionaries involved therein, for purposes of directing the design and implementation of training activities effectively. The training group in the DGSI, both centrally and regionally located, may find interest in this direction to strengthen and upgrade their concepts and application of training methodologies.

6.6 Training is recognized as a necessary activity, however, some policy issues have to be looked into covering the following situations existing:

- 1) There is no integrated effort in activities and management of the training function in the DGSI.
- 2) Training activities undertaken are not reactions to systematically determined needs.
- 3) Training programmes undertaken are not evaluated systematically as to appropriateness nor effectiveness on a timely basis.

- 4) The training activities are concentrated on two (2) groups of trainees, the extension workers for general extension work and/or sectoral specializations as well as for trainers, and the entrepreneur for motivation and management development. Functional training on aspects specifically involved in small industry development are not included, except in foreign training or in sporadic domestic programmes.
- 5) There are more needs for training than are being met by programmes being conducted.
- 6) The training function is viewed as an activity concentrating on the conduct of training programmes and not from the totality of doing training as a component of the strength and stability of the organization. The training is not linked to the dynamics of people placement and career development, but is operating as an activity, the need for which is sensed but not fully appreciated.

## 7.0 RECOMMENDATIONS

### 7.1 Long Term

- 1) The Office of the Secretary to the Director General of Small Industry, which has the responsibility for carrying out personnel development and organization matters is recommended to look into the setting up of the organic mechanism that can undertake the massive task of training and development of the staff of all units of the Directorate General of Small Industry as well as small industry entrepreneurs.

The findings and conclusions point to the need for looking for the appropriate organizational unit that can authoritatively manage and organize the training function in the DCSI. The principal idea is to consolidate all efforts involved in the training and human resources development function for small industry development. In this way, the training and development needs may be better managed as a support function in the attainment of objectives in small industry development.

- 2) The identified training unit should plan and schedule the organized training of personnel involved in the training function on a periodic basis in response to training needs. Likewise, training of small industry entrepreneurs should be in accordance with priorities established by the five-year development plans as well as in response to identified training needs.

### 7.2 Immediate

- 1) The Directorate for Program Development in coordination with the Office of the Secretary to the Director General is recommended to draw up a comprehensive plan for human resources

training and development on a five-year (annual) basis synchronized with the five-year development targets and programs of the DGSI.

Corollary to the above, the scheme for systematic implementation of the comprehensive plan with provisions for review and evaluation on an annual basis, or as needed, should be incorporated.

- 2) The preparation and/or review of the organization manual of the DGSI to include job description for each position in the organization, is suggested for undertaking by the office of the Secretary of the Director General, at the start of each five-year development period.
- 3) The Training and Education Group of BIPIK in coordination with the Personnel Division, Office of the Secretary to the Director General, is recommended to conduct a survey with the objective of setting up an inventory of resource persons in a systematic index file for ready access for training programs at the national and regional levels.
- 4) The Training and Education Group of BIPIK may set up a system of evaluating training programmes for implementation on a continuing basis.
- 5) The Training and Education Group of BIPIK may conduct research activities on relevant and timely topics in support of training activities.
- 6) The Training and Education Group of BIPIK may undertake a continuing function of designing training programs in response to identified training needs.

LIST OF OFFICIALS COLLABORATED WITH

Assistance and support are gratefully acknowledged from the following officials who have facilitated the execution of work activities of the Industrial Training Expert:

1. Drs. Djoko Mulyanto  
Director, Chemical Industries and Building Materials, DGSI  
(Director of Entrepreneurship Development, Pelita III)
2. Ir. M. Soekmono  
Director, Program Development, DGSI  
(Head, Sub-Directorate for Food Processing, Pelita III)
3. Ir. Bintaldjemur Danuhadiningrat  
(Secretary to the Director General, DGSI)
4. Sjaifuddin Syarief, MA.  
Director, Textile and Leather Industries, DGSI  
(Head, Foreign Cooperation, Pelita III)
5. Zabidin Yakub, SH.  
Head, Sub-Directorate for Enterprise Development,  
Directorate for Textile and Leather Industries, DGSI  
Head, Project for Upgrading facilities for Assistance and Development  
of Small Industries Project.
6. Machdi Ichsani, B.Sc.  
Head, Sub-Directorate for Enterprise Development,  
Directorate for Textile and Leather Industries, DGSI.  
(Head, Education and Training Group BIPIK, Pelita III)
7. J.M.P. Ohello  
Head, Sub Directorate for Production Development, Directorate for  
Metal Industries, DGSI  
(Project Coordinator for UNIDO/INS/78/076, Project for Upgrading  
facilities for Assistance and Development of Small Industries,  
Pelita III.)

8. Ir. Luky Hartini  
Head, Sub-Directorate for Production Development,  
Directorate for Food Processing, DGSI  
Head, Institution Development Group, BIPIK
9. Mulyadi Sosromulyono, B.Sc  
Project Coordinator for UNIDO/INS/78/078, Project for  
Upgrading facilities for Assistance and Development of  
Small Industries
10. Ir. Saleh Widodo  
National Counterpart to Industrial Training Expert
11. Drs. Hari Zamharir  
Junior Counterpart to Industrial Training Expert.

TRAINING PROGRAMS IN RESPONSE TO IDENTIFIED TRAINING NEEDS FOR FUNCTIONARIES IN DGSI.

ANNEX II

PROGRAM	TARGET PARTICIPANTS/TRAINEES	METHODOLOGY	FREQUENCY	REMARKS
<p>1. <u>Entrepreneurship Selection and Motivation</u></p> <p><u>Objective:</u> To develop an Indonesian model for selection and motivation of small industry entrepreneurs.</p>	<p>Echelons II and III, and recognized experts in the field of entrepreneurship from universities, institution and relevant governmental agencies.</p>	<p>Workshop</p>	<p>Once only</p>	<p>The results of this workshop will be used as the model in the identification and selection of small industry entrepreneurs for development and assistance.</p> <p>Recommended for conduct by the middle of FY 83/84 in coordination with Directorate for Entrepreneurship Development.</p>
<p>2. <u>Small Industries in Indonesia</u></p> <p><u>Objective:</u> To acquaint participants with the structure, characteristics and policies strategies and processes for small industry development in Indonesia.</p>	<p>Echelons III and IV and all staff at the central office and the regions</p>	<p>Lecture/Discussion Case Studies</p>	<p>Four (4) times each year, one (1) at central office and three (3) regional.</p>	<p>The conduct of this program must be predicated on the availability of materials on the subject. These materials will evolve from existing records, statistics, reports, decrees, policies and programs which needs compilation and comprehensive packaging.</p> <p>The ITE will work this out with designated persons of the DJIK.</p>
<p>3. <u>Project Management</u></p> <p><u>Objective:</u> To provide participants with knowledge and skills in project planning and implementation concepts and techniques, and to teach them how to evaluate such projects.</p>	<p>Project heads, supervisors, staff involved in strategy formulation, BIPIK heads and staff.</p>	<p>Lecture/Workshop Case Analysis</p>	<p>Two (2) times a year one (1) at central office and one (1) at region.</p>	<p>The ITE will design this program for possible conduct in FY 83/84</p> <p>Case materials are to be culled from actual projects by the DJIK.</p>
<p>4. <u>Research Techniques</u></p> <p><u>Objective:</u> To provide participants with skills on design and conduct of research studies on subjects relevant to small industry development.</p>	<p>Persons involved in information and research functions, policy and strategy formulation, market promotions, entrepreneurship development and training.</p>	<p>Lecture/Discussion Workshop</p>	<p>Two (2) times a year, one (1) at central office and one (1) at region.</p>	<p>The ITE will design this program with the assistance of the head of research in the DJIK organization, if any, for conduct in FY 83/84. The results of the program will be research designs for possible implementation by the DJIK. Examples are industry studies, regional industry potential surveys, etc.</p>

PROGRAM	TARGET PARTICIPANTS/TRAINEES	METHODOLOGY	FREQUENCY	REMARKS
<p>5. <u>Management of Small Industries</u></p> <p><u>Objective:</u> To provide participants with in-depth perceptions and skills in managing small industries and eventually lead to functional specialization in marketing, production, finance and administration.</p>	<p>Personnel involved in consultancy and extension service to small entrepreneurs who are being groomed for specialization in functional areas of management.</p> <p>Selected entrepreneurs.</p>	<p>Lecture/Discussion Case Studies</p>	<p>Two (2) times a year at regions</p>	<p>The ITE will design this program for possible initial implementation in FY 83-84 in coordination with designated individuals of the DCSI</p>
<p>6. <u>Management and Organization</u></p> <p><u>Objective:</u> To upgrade the knowledge and understanding of participants in management and organizational systems as a factor in achievement of objectives; to introduce management techniques to participants, such as Organizational Development (OD), Management by objectives (MBO), Participative Management, etc.</p>	<p>All personnel with supervisory positions and staff being considered for supervisory functions.</p>	<p>Lecture/Discussion Case Studies Exercises</p>	<p>One (1) a year either at central office or region.</p>	<p>The PUSDIKLAT may design this with the assistance of the ITE, if workable. Otherwise, the training groups of DCSI may undertake the program</p>
<p>7. <u>Management Information System</u></p> <p><u>Objectives:</u> To enable participants to design a management information system for a given organization and thus provide a mechanism for flow of information upwards, downwards and laterally in the organization.</p>	<p>Personnel involved in policy and strategy formulation and monitoring and evaluation of projects.</p>	<p>Lecture/Discussion Workshop</p>	<p>Once (1) a year</p>	<p>The ITE will design the program with consultations with Director of Programming.</p>
<p>8. <u>Sub-Contracting for Small Industries</u></p> <p><u>Objectives:</u> To appraise participants of the concepts and practices in subcontracting for small industries.</p>	<p>Personnel involved in consultancy and extension services, market promotion, and facilitation and regulation.</p> <p>Selected entrepreneurs.</p>	<p>Lecture/Discussion Case Studies</p>	<p>Once (1) a year</p>	<p>The ITE will design the program in consultation with the Industrial Marketing Expert (UNIDO) and designated individuals of the DCSI</p>



PROGRAM	TARGET PARTICIPANTS/TRAINEES	METHODOLOGY	FREQUENCY	REMARKS
<p>9. <u>Training Function In Small Industry Development</u></p> <p><u>Objectives:</u> To upgrade the knowledge and skills of participants in the management and performance of the training function.</p>	<p>Personnel involved in training and human resources development.</p>	<p>Lecture/Discussion Workshop</p> <p>Modular approach to be specialization in the functional areas of training.</p>	<p>One (1) package of modules a year.</p>	<p>This has been started in August 1982 by the ITE in coordination with the Training and Education Group (BIPK) and the Directorate for Entrepreneurship Development. Two (2) programs of the first module have been completed and the second module is scheduled for May 1983. The five (5) modules are expected to be completed in FY 83/84.</p>
<p>10. <u>Marketing Research and Marketing Strategy</u></p> <p><u>Objective:</u> To enable participants to conduct an actual market research activity and to allow him to formulate a marketing strategy as a result of the research.</p>	<p>Personnel involved in consultancy and extension services who would like to specialize in the marketing field.</p> <p>Selected entrepreneurs</p>	<p>Workshop</p>	<p>Once (1) a year</p>	<p>The program is presently being designed by the ITE in coordination with the Industrial Marketing Expert (UNIDO) for possible implementation in FY 83/84</p>
<p>11. <u>Advanced Course On Extension Work for Small Industries</u></p> <p><u>Objectives:</u> To upgrade the capabilities extension workers by providing them with diagnostic and problem solving techniques; To elaborate on the adjustment ability of extension workers to socio-cultural and regions situations in the regions.</p>	<p>Extension service workers who have completed the TLL program and has at least six (6) months field experience on extension work.</p>	<p>Lecture/Discussion Case Studies Actual Field Work</p>	<p>Twice (2) a year</p>	<p>The program will be designed by the ITE in coordination with the Industrial Engineer and Industrial Marketing Experts (UNIDO).</p>
<p>12. <u>Small Industry Information Management and Operation</u></p> <p><u>Objectives:</u> To provide the participants with understanding and skills in the management and operation of an information system for small industry development.</p>	<p>Personnel involved in the information system of the DCSI.</p>	<p>Lecture/Discussion Workshop Fieldwork</p>	<p>Once (1) a year</p>	<p>The program is being designed by the Industrial Information Expert (UNIDO) for immediate implementation.</p>

PROGRAM	TARGET PARTICIPANTS/TRAINEES	METHODOLOGY	FREQUENCY	REMARKS
<p>13. <u>Management and Operation of Trade Promotion Centers</u></p> <p><u>Objectives:</u> To develop the ability of participants in the management and operations of trade promotion centers, trade fairs, exhibits, showrooms, etc.</p>	<p>Personnel involved in trade promotion functions for small industry products</p>	<p>Lecture/Discussion Exercises Field Work</p>	<p>Once (1) a year</p>	<p>The Industrial Marketing Expert and his National Counterpart is designing the program for subsequent implementation in coordination with relevant personnel in the DGSI.</p>
<p>14. <u>Product Costing and Pricing</u></p> <p><u>Objectives:</u> To develop the knowledge of participants in the mechanics involved in product costing and pricing and to enable them to advise small entrepreneurs clients in the field.</p>	<p>Personnel involved in consultancy and extension services.  Selected entrepreneurs</p>	<p>Lecture/Discussion Exercises Field Work</p>	<p>Twice (2) a year</p>	<p>The ITE will design the program in coordination with the Industrial Engineer and Industrial Marketing Expert.</p>
<p>15. <u>Project Identification, Development and Analysis</u></p> <p><u>Objective:</u> To develop the ability of participants in project identification, development, analysis and implementation.</p>	<p>Personnel involved in consultancy and extension services.</p>	<p>Lecture/Discussion Workshop Field Work</p>	<p>Twice (2) a year</p>	<p>The Industrial Engineer is designing the program for subsequent implementation.</p>
<p>16. <u>Supervisory Management</u></p> <p><u>Objectives:</u> To enhance the supervisory knowledge and skills of participants so that they may effectively supervise and manage the resources and functions within their authority and responsibility.</p>	<p>Personnel in supervisory positions or are being developed for supervisory positions.</p>	<p>Lecture/Discussion Case Study Simulation.</p>	<p>Twice (2) a year</p>	<p>The ITE will design the program for future implementation by the Training Group DGSI.</p>
<p>17. <u>Human Behavior In Organization</u></p> <p><u>Objectives:</u> To enable participants to appreciate and apply the concepts of human behavior in an organization and thus enable them to develop interpersonal rela-</p>	<p>All personnel in the organization.</p>	<p>Lecture/Discussion Case Study</p>	<p>Twice (2) a year</p>	<p>The ITE will design the program if the project time allows, for future implementation by the Training Group DGSI.</p>

PROGRAM	TARGET PARTICIPANTS/TRAINEEES	METHODOLOGY	FREQUENCY	REMARKS
<p>18. <u>Market and Product Knowledge</u></p> <p><u>Objective:</u> To expose the participants to the characteristics and trends in specific products and thus equip them with the knowledge needed in assisting small entrepreneurs.</p>	<p>Personnel involved in consultancy and extension services intending to specialize in the field of marketing, product design, etc.</p> <p>Selected entrepreneurs.</p>	<p>Seminar/Discussion Comparative Study</p>	<p>Twice (2) a year on separate product groups, either in Jakarta or the regions.</p>	<p>This program may be undertaken in coordination with recognized entrepreneurs in the specific product line as resource persons, probably through the Chamber of Commerce and Industry or other Trade Associations.</p>
<p>19. <u>Management of Industrial Estates</u></p>	<p>Personnel involved in the Management and operations of mini-industrial estates.</p>	<p>Lecture/Discussion Workshop</p>	<p>Twice (2) a year</p>	<p>This program may be designed by the Training Group, BIPIK, in coordination with Hamid Saad, Kanwil, Kalimantan Barat, who is scheduled to participate in the course on Industrial Estates Planning, Management and Control on Ireland this year. He should be advised before departure that he is expected to design an echo program for Indonesian mini-industrial estates upon his return.</p>
<p>20. <u>Management of Common Service Facilities</u></p>	<p>Personnel involved in the management and operation of Common Service Facilities.</p>	<p>Lecture/Discussion Demonstration</p>	<p>Once (1) a year in each CSF</p>	<p>This program is being designed in coordination with the field Industrial Engineer (UNIDO) in Medan and is scheduled for implementation in Medan this year.</p>

TRAINING NEEDS OF EXTENSION WORKERS

AREAS OF WEAKNESSES	KNOWLEDGE	SKILLS	ATTITUDES	TRAINING NEEDS	METHODOLOGY
Diagnostic techniques and problem solving	x	x		1. Training On Diagnostic Techniques and Problem Solving	Lecture, discussion, case study, exercise and field work
Transfer of technology and adaptation	x			2. Training On Technology Transfer	Lecture, discussion, case studies
Marketing strategy	x	x		3. Training On Marketing Management for Small Industries	Lecture, discussion, workshop, field work
Product standardization and quality control	x	x		4. Training On Product Standardization and Quality Control	Lecture, exercises, workshop, case studies
Dissemination of information	x	x		5. Training On Information Management	Lecture, discussion, workshop
Motivation of entrepreneur	x	x		6. Training On Extension Service Techniques	Lecture, discussion, role playing
Product design and improvement	x	x		7. Training On Product Design and Improvement	Lecture, discussion, exercises, field work
Small scale industry in Indonesia	x			8. Seminar On Small Scale Industry In Indonesia ( SAME AS NO. 6 )	Lecture, discussion
Extension work concepts	x	x		9. Training On Project Feasibility Study Preparation	Lecture, workshop, field work
Project feasibility study Preparation	x	x		10. Training On Inventory Control for Small Industries	Lecture, workshop
Inventory control	x	x		11. Training On Financial Management for Small Industries	Lecture, exercises, case study
Financial management	x	x		12. Seminar On Cooperatives and Industry Associations	Lecture, discussion
Cooperatives and industry associations	x			13. Training On Credit Facilities and Procedures	Lecture, workshop
Credit facilities and procedures	x	x		14. Training On Production Management for Small Industries	Lecture, discussion, exercises, case studies
Techniques in increasing production output		x			

AREAS OF WEAKNESSES	KNOWLEDGE	SKILLS	ATTITUDES	TRAINING NEEDS	METHODOLOGY
Product costing and pricing		x		15. Training On Product Costing and Pricing	Lecture, discussion, exercises, case studies
Selection of appropriate machinery and equipment		x		( INCLUDE IN NO. 2 )	
Maintenance of machinery and equipment		x		16. Training On Maintenance and Industrial Safety	Lecture, demonstration
Communication techniques		x		( INCLUDE IN NO. 9 )	
Use of loans for productive activities		x		( INCLUDE IN NO. 11 )	
Initiative			x	( INCLUDE IN NO. 6 )	
Appreciation of own shortcomings			x	( INCLUDE IN NO. 6 )	
Persistence and patience			x	( INCLUDE IN NO. 6 )	
Awareness of socio-cultural and religious persuasions of small industry entrepreneurs			x	( INCLUDE IN NO. 6 )	
Motivation to do a better job			x	( INCLUDE IN NO. 6; MAY BE CORRECTED BY IMPROVED WORKING CONDITIONS.)	

TRAINING PROGRAMMES SUITABLE  
FOR SMALL INDUSTRY  
ENTREPRENEURS

From the identified training needs the following training programs have to be designed and manualized for implementation to identified target groups of entrepreneurs in the industry clusters :

1. Training On Basic Bookkeeping and Accounting for Small Industry Entrepreneurs
2. Training On Product Costing and Pricing
3. Training On Product Design and Improvement
4. Training On Business Forecasting and Risk Analysis
5. Training On Product Standardization and Quality Control
6. Training On Entrepreneurship
7. Training On Business Problems Analysis
8. Seminar On Registration of Enterprises
9. Training On Business Planning and Control
10. Seminar On Small Industry Financing
11. Training On Technology Transfer
12. Training On Production Planning and Control
13. Training On Marketing Management
14. Training On Management of Small Industries
15. Seminar On Small Industry In Indonesia
16. Training On Inventory Control

17. Training On Supervision of Workers
18. Training On Financial Management for Small Industries
19. Training On Maintenance and Repair of Machinery and;  
Equipment
20. Training On Job Analysis and Job Descriptions
21. Training On Production and Operations Management
22. Training On Productivity Improvement
23. Training On Market Research and Strategy Formulation.

Two (2) of the identified training needs may be covered by information, namely :

1. Markets for specific commodities
2. Socio-cultural and religious aspects in the community where the enterprise operates.

REPORTS PREPARED BY ITE

<u>No.</u>	<u>Title</u>	<u>Month of Issue</u>
4	Manual On The Use Of Fellowships for Foreign Training & Study Tours	July 1982
6	Report On The First Seminar-Conference On HUMAN RESOURCES TRAINING & DEVELOPMENT FUNCTION FOR SMALL INDUSTRIES DEVELOPMENT	October 1982
7	Identification of Training Needs for Small Industry Development In Indonesia	January 1983
9	Report On The Second Seminar-Conference On HUMAN RESOURCES TRAINING & DEVELOPMENT FUNCTION FOR SMALL INDUSTRIES DEVELOPMENT	January 1983
10	Manual for Training Workshop on Identification of Training Needs (English/Indonesian)	February 1983
11	Manual for Seminar-Conference on Human Resources Training and Development Function for Small Industries Development (English/Indonesian)	March 1983
16	Manual for Training On Maintenance and Industrial Safety (English)	June 1983
17	Manual for Training Workshop on Evaluation of Training (English/Indonesian)	June 1983
19	Report On Training Workshop On Evaluation of Training	July 1983
21	Manual for Training Workshop On Curriculum Design & Preparation (English/Indonesian)	July 1983
22	Report On Conference On Identified Training Needs for Small Industry Development In Indonesia (English/Indonesian)	August 1983
29	Report On First Training Workshop On Evaluation of Training	September 1983
32	Training Manual On Project Management (English/Indonesian)	October 1983



35	Manual for Training Program On Product Costing and Pricing (English/Indonesian)	October 1983
41	Manual On Training Workshop On Applied Research Techniques (English/Indonesian)	January 1984
54	Bibliography On Human Resources Training and Development, and Entrepreneurship	April 1984
57	Report On Training Workshop On Curriculum Design and Preparation	May 1984
59	Report On On-The-Job Training on Identification of Training Needs	May 1984
64	Manual for Training Workshop on Marketing Research and Strategy Formulation (English)	August 1984
65	Manual for Training on Management for Supervisors (Indonesian)	August 1984
66	Manual for Training Workshop on Bookkeeping and Accounting for Small Industry Entrepreneurs (Indonesian)	August 1984
70	Manual for Training Program On Selection of Machinery & Equipment (English)	September 1984
71	Manual for Training Program on Technology Transfer (Indonesian)	October 1984
72	Manual for Training Program on Product Diversification (English)	October 1984
73	Manual for Advance Course for Extension Workers (Indonesian)	October 1984
Unnumbered	Identification of Training Needs of Extension Workers (English/Indonesian)	December 1983
Unnumbered	Identification of Training Needs of Small Industry Entrepreneurs In Industry Clusters	March 1984

NOTE: 1) Numbering used are in accordance with numbers assigned by Project Team Leader on a collective numbering for all project reports.

2) "Unnumbered" reports were not assigned numbering by Project Team Leader since reports were issued by the Directorate General of Small Industry. ITE assisted in conduct of studies and report preparation.

