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INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
"LEMBAGA KEWIRASWASTAAN INDUSTRY (LKI)"

DP/INS/86/029

INDONESIA

Terminal report\*

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 J.-C. Panis, chief technical adviser

Substantive officer: U. Loeser  
Feasibility Studies Branch

Backstopping officer: G. Anestis  
Section for Integrated Industrial Projects

United Nations Industrial Development Organization  
Vienna

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**SUMMARY**

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To get a better understanding of the reasons why this project did poorly achieve its immediate objectives and did not make any significant contribution to the success of the development objectives, it might be advisable to read, first, Annex XII (History of the Project).

This one year project, which to have a lasting impact, might have developed into further UNDP/UNIDO assistance to an infant institution, fostered by two preceding UNDP/UNIDO forerunners, on the contrary, became paralyzed after a few months of activity, since LKI, the counterpart institution did not have the appropriate resources to operate. Therefore it was decided to stop supplying inputs to a project whose counterpart contribution was considered unsatisfactory.

**I. OBJECTIVES AND LOGIC OF PROJECT****A. DEVELOPMENT OBJECTIVES**

The development objective is to promote sound industrial growth and equitable regional distribution of wealth through rational allocation of scarce investment resources.

This is still in line with the Government objectives and its current five year Development Plan (Repelita V). LKI was supposed to assist in this by playing a catalytic role. Through the experience of the three projects, it appears that the emerging institution supported by UNDP/UNIDO assistance has not been in a position to play its part as expected.

**B. IMMEDIATE OBJECTIVES**

1. The immediate objective of the project is to support the development of the medium scale industries by means of providing assistance and services to entrepreneurs in the establishment, and, or, expansion of new industrial investment projects.
2. Additionally it is expected that, by the end of the project, an ongoing capability will have been created in LKI for preparation of regional and

commodity based opportunity studies and their promotion, as well as operation and maintenance of an industrial data base and assistance to entrepreneurs in project implementation.

LKI is a software institution geared to the needs of the industrial entrepreneurs. This objective may be achieved by direct support but always with a view to build up the institution, which is essentially a "brain trust".

To call in and retain the best brains, a number of prerequisites must be met. To create the expected on-going capability a great stability of the institution must be achieved (i.e. durability of its assets which are people). Without solid foundations of competent people, LKI cannot survive. The training given along the years to build up this capability has been dispensed to a moving staff and largely lost for the institution itself.

This explains why neither are the success criteria met nor are the results up to expectation.

## II. ACTIVITIES AND OUTPUTS

All along the history of the two previous projects as well as in this third one, there has been a conflict between the intention of establishing and developing an institutional capability and responding to the needs for a direct support.

During the first months and until the projects was frozen, the inputs were delivered on time. These were mainly of the support type by the provision of experts (in the fields of rubber, leather and footwear) and the supply of equipment.

The projects did not live long enough for training activities and promotion of industrial opportunities to materialize, let alone for assistance in project implementation and clear identification of regional investment opportunities to come up in increased liaison with Financial Institutions and KADIN. It must however be recognized that, already before the project started in November 1988, LKI staff had preparatory activities in line with the eight outputs of the project document, before UNIDC gave assistance in experts and equipment.

### III. ACHIEVEMENT OF IMMEDIATE OBJECTIVES

The reason for the freezing of the project in May and the decision to postpone further implementation, beyond what had already been done, was an unsatisfactory fulfilment of the prerequisites of the Project Document.

Though part of the work programme had been achieved at that time, because of lack of organizational structure to fit long term objectives, adequate guidance and the necessary means to operate (professional staff of the proper qualification tied to the institution by long term contracts, accumulation of working experiences and continuous training geared to a dedicated staff, commensurate supporting budget ...) the project had little chance of succeeding.

### IV. UTILIZATION OF PROJECT RESULTS

Despite the "false start" whatever has been produced might still be utilized, if after due consideration at the Tripartite Review, realistic decisions are taken, pledging made and steps taken to ensure that new inputs will Bear fruit.

### V. CONCLUSIONS

An institution like LKI is still and may even be more than ever, necessary to assist the Government in realizing its ambitious entrepreneurship programme.

However, a thorough revision of the current status of LKI is to be envisaged owing to the changes occurred since the period of its creation in 1985.

It is up to the Tripartite meeting to decide whether UNDP and UNIDO may still - and are still willing to - be involved in the building-up of such an institution.

### VI. RECOMMENDATIONS

A number of recommendations are put forward for a pragmatic approach allowing to save LKI and the results of the project in the prevailing conditions while longer-terms reforms for its restructuring will be contemplated.

## I. OBJECTIVES AND LOGIC OF PROJECT

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### A. DEVELOPMENT OBJECTIVE

"The development objective is to promote sound industrial growth and equitable regional distribution of wealth through rational allocation of scarce investment resources within the framework of Repelita IV and V (1984-1994). The industrial development objective specifically targets the structural deepening and the consolidation of the manufacturing sector with the aim to intensify industrial interlinkages, and linkages with other economic sectors, the development of manufactured exports, the development of industrial manpower capacity, management know-how, entrepreneurship, and expertise in manufacturing."

These objectives are still those of the government. They are supposed to be reached by the creation and development of new industries and promotion of exports outside the oil & gas sector through development of regional projects in the outer islands with emphasis on small and medium scale enterprises with forward and backward linkages within the Indonesian industrial issue. Among the measures retained are: more openness to foreign joint ventures, export promotion activities, deregulatory measures and supports to institutions such as LKI with the assistance of bilateral and multilateral agencies.

All of this is in an early stage of implementation and may explain the difficulty to finance, control and coordinate a great number of new institutions having too little resources each to face responsibilities, which in turn often overlap from one institution to the other, and the waste in the repartition of scarce resources.

### B. IMMEDIATE OBJECTIVE

1. "The immediate objective of the project is to support the development of the medium scale industries by means of providing assistance and services to entrepreneurs in the establishment and or expansion of new industrial investment projects."
2. "Additionally it is expected that by the end of the project an ongoing capability will have been created in LKI for preparation of regional and commodity based opportunity studies and their promotion as well as operation and



maintenance of an industrial data base and assistance to entrepreneurs in project implementation."

#### SUCCESS CRITERIA

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"The attainment of the above objectives depends very significantly on the acceptability of LKI by the investor community and upon the quality of the services rendered by it. During the project period, therefore, the accent will be on developing this capability and linkages."

None of the success criteria were met when the project started while the expectation of developing this capability and linkages could not be entertained as explained below :

- The existence of a cadre of properly trained staff

Through the forerunners INS/78/002 and INS/85/037, a staff had been provided and trained, but, for lack of career development opportunities, the turn-over has been exceptionally high. Because of this, the organigramme, internal regulations and management procedures remained practically worthless and unapplicable to an ever-shrinking organization.

- Methodologies developed and applied for identification of investment opportunities

Great efforts have been done to achieve this aim but the results in the past have benefitted more to individuals, most of them already gone, than LKI as an institution, while, in the present, the inputs in time and space have been too limited to be of any significant contribution.

- Effective assistance provided by LKI in the organization of promotion seminars

With the exception of two seminars held at the Ministry of Industry to present findings at the end of the three months missions of the experts in leather and footwear, LKI started preparing material and promoted seminars in line with the project document 86/029 without being able though to implement any for lack of funds.

- Effective assistance provided by LKI for project implementation / plant expansion
- 

The project having practically come to a standstill since May, for lack of funds, there was no opportunity to test LKI ability in this field.

- The efficient operation of an industrial data bank
- 

Commendable efforts have been done in that direction already during project 85/037 and during the interval period before the actual starting of the current project. Most unfortunately, any further progress has been hampered by a dearth of adequate resources and the erosion of the existing formerly trained manpower.

- The existence of linkages with lending institutions, KADIN and other government bodies engaged in industrial development
- 

The efforts made by LKI and its predecessors have been strenuous and the first contacts established promising. However, the current situation does not allow to promote further this kind of contribution for being unable to cut the vicious circle of neither being strong enough to offer something nor being able to show an image credible enough to attract co-operation.

## II. ACTIVITIES CARRIED OUT AND OUTPUTS PRODUCED

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"The immediate objective of the project is to support the development of medium scale industries by means of strengthening the capacity of LKI to provide assistance and services to entrepreneurs in the establishment and/or expansion of industrial investment projects." As the UNIDO Evaluation Staff, in their comments dated 7 June 1989, rightly put it: "The intention for several years of establishing and developing an institutional capability to provide assistance and services to entrepreneurs is reflected in the immediate objective of the project but less so in the outputs, which are formulated along direct support lines."

The following were the outputs expected to be produced accompanied by comments on activities carried out :

1. A study identifying industrial investment opportunities in the field of rubber, which is an important local resource;
2. A study identifying industrial investment opportunities in the leather industry;
3. Two studies identifying industrial investment opportunities on a regional basis, one each for Bengkulu and East Kalimantan;
4. Two promotional services for identified investment opportunities conducted, complete with promotional documentation;
5. A group of entrepreneurs trained in areas such as personnel management, finance, accounting, marketing, etc.;
6. An operating Industrial Data Bank;
7. A group of Industrial Consulting Engineers and financial institution staff trained in project studies preparation;
8. Four to five new industrial entrepreneurs assisted in implementation of new investment opportunities including, where necessary, identification of joint venture partners through UNIDO-IPS.

These eight project outputs should be the result of the following activities :

1. Identification of industrial investment opportunities

a. Rubber based industry

"Identification of investment opportunities with rubber as their main raw material, using the industrial tree approach."

The rubber technology expert's candidature was proposed to the Government as soon as 30 January but cleared only on 23 March. Despite hindrances for which the expert, by no means, might be held responsible, he still was able to carry out, though only partially, the two first activities provided for in the project document, i.e. :

- assessing the volume, quality and trading patterns of the raw material (latex rubber), and substitution effect of synthetic rubber both in domestic and world market;
- review the existing national rubber processing and rubber products manufacture industry.

One may consider that the expert left when not even halfway of the task expected. Whatever has been done will be found in his report, which however is not likely to contain enough reliable comprehensive information for submission to the Government.

b. Leather-based industry

"Identification of investment opportunities in the leather and leather products industries."

It was decided before the start of the project to have the expertise of two different specialists each for three months, one for tannery and leather processing and the other for footwear.

The leather technologist entered on duty on 28 November 1988, seven days after the arrival of the CTA and the opening of the project. He terminated his three months mission, as scheduled, by a presentation of his findings to entrepreneurs and professionals of the Ministry of Industry. His work broke ground in favour of the footwear expert whom he had the opportunity to co-operate with for the last weeks of his assignment. The footwear expert was able to carry out his mission as scheduled and in a way similar to the leather's. It is to be regretted that the rubber technologist's arrival was delayed (because of the slowness of the procedure of approval), making his co-operation with the footwear expert impossible.

2. Identification of Regional investment opportunities

As stated in the project document, LKI had already established working linkages with banks and financing institution and it was deemed appropriate to join-action with BKPM, the Capital Investment Co-ordination Board in determining investment potentials in the regions, as well as to try to co-operate with NAFED in the sector of leather. To our great surprise, we found out that these institutions supported, the first one by the World Bank and, the second one by the International Trade Centre, had the same counterpart budget problems as LKI and, therefore were not in a position to muster the necessary resources.

It has been recognized that the previous project 78/002 could have been more successful in the development of regional entrepreneurship if the nationals assigned to the project had been of a permanent staff. The project therefore operated in parallel with, not as part of existing government structures. The building up of local capability at that time did not leave any trace after the closing down of the so-called "regional offices". Being outside the framework of the government, project 78/002 was unable to link with other government units, banking and financing institutions and entrepreneurs.

In an attempt to put things straight, LKI was created and saddled with larger responsibilities than project 78/002 but without its means. This is why it would be rather unrealistic to expect anything from LKI in Bengkulu and East Kalimantan when even the already flimsy supports of the past regional office had become parts of history, while the need for a systematic approach and capability to determine investment potentials in the regions still remains unattended.

The UNIDO mission report of 1st February 1989 on "Key issues and scope for multilateral co-operation" shows a good understanding of the problem when, in light of previous experience (including the 78/002 forerunner).....a larger scale project of regional development with emphasis on "Renewed industrialization and linkage" is contemplated.

### 3. Promotion of Industrial Opportunities

Promotional material in the form of project outlines or corporate industrial investment profiles, have been prepared, which were supposed to be used to inform entrepreneurs and/or investors about the identified investment opportunities. This preparatory work became purposeless at the time it was decided to stop delivering new inputs to the project.

### 4. Assistance in Project Implementation

The project did not reach the point to be able to deliver this kind of assistance.

5. Establishment of the LKI Industrial Data Bank  
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Useful work had been done to start this activity and people had been trained but depart before implementation of the project. A competent Data Bank Manager left LKI six weeks after the CTA's arrival. From the first month of the project existence, the necessary contacts inside and outside were taken, the equipment ordered, the terms of reference prepared and the information expert candidature submitted to the government as early as March 89. All these efforts became fruitless when it was decided to stop delivering any more input.

6. Training  
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Though the counterpart responsible for training left LKI in February, preparatory work has been done, job descriptions and terms of reference prepared, syllabus of the training programme worked out following closely UNIDO methodology for the preparation of industrial feasibility studies. A panel of experts was ready for submission as early as April. Manuals had been ordered and delivered.

Besides this preparatory work for formal training, the three experts (leather, footwear and rubber) made available to the project have been able to train their counterparts on the job.

7. Entrepreneurship Development Workshops  
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Considerable work had been done in preparation of these workshops. Terms of Reference were ready and recruitment of experts underway. The Entrepreneurship Development Specialist was ready to come and the Training Institute DEWANTARA had accepted to be sub-contracted to carry out this activity. The latest developments made these efforts futile.

8. Increased liaison with Financial Institutions and KADIN  
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It is only natural that LKI liaise with these institutions and KADIN and this has been done on an "ad hoc" basis each time that it was deemed appropriate. Unfortunately, the Credit Adviser appointed to LKI left in April 1989.

Whatever the efforts LKI might have made in this direction, there is an institutional gap, beyond LKI competence, to be filled. Only a satisfactory integrated system could offer the services that none of these organizations is presently able to deliver either separately or in co-operation on an "ad hoc" and sporadic uncoordinated way.

Once the current system has been revamped on paper, it will remain to have it working and to make LKI accepted by its partners. To be on a level with them, LKI has to show an image of proficiency beyond what has been accomplished so far because of an unefficient and discontinued support.



### III. ACHIEVEMENT OF IMMEDIATE OBJECTIVES

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#### A. PREREQUISITES

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1. "The Government will provide the counterpart budget and ensure that the staff, as specified earlier in this document, is in place and that other inputs as stated under Part II, Government Inputs are available before start of the project. The allocation of the government budget in kind and appointment of staff as specified earlier are considered necessary prerequisites for project activities to commence."

- a. The counterpart budget disbursed covered the period January 88 to December 88 while the project started in November 1988 when the budget was about to be consumed.
- b. The staff list, as described in the Project Document, was submitted to UNDP, by the Secretary General, Department of Industry only on October 31, 1988, (see ANNEX IB).
- c. The other inputs are naturally related to these two first ones:

#### - TRAVEL

The travel schemes suffered from the lack of counterpart budget. To allow the project to start and function according to the Work Plan, travel costs were often, if not always, covered by the UNDP budget. This very unsatisfactory situation did not allow the project to perform as expected.

#### - MAINTENANCE

Here also the project, though in a very limited measure, had to make up for the counterpart inability to meet its obligations. However, it is to be credited to the National Director and his staff that every possible attempt was made to save money and find makeshift arrangements. The project drivers and the Administrative Officer, for instance, made miracles to keep on the road vehicles bought on project 78/002 and authorized to be written off, and disposed of, long ago. This alleviated to some extent the lack of travel funds. Goodwill, of course, has its limitations in producing solution, for instance a RANK Xerox photocopying machine delivered to project 78/002, four years ago at the cost of US\$ 7.815, has never been operational and is now totally ruined just by remaining idle. When the project was expected to produce studies and documents, the order for a

new one was untimely cancelled.

- ASSISTANCE FROM THE MINISTRY

- ~ The CTA has no firsthand knowledge of any work done by the specialists "seconded" in rubber and leather industries though he has been told that advice had been given and desk work performed;
  - ~ It is also his feeling that LKI is not enough integrated within the Ministry and not known and used as it should.
- d. The start of the project was delayed because of UNDP prerequisites, and by no means, UNIDO failure to deliver (a CTA was available since July, and on its way in August when he was stopped in Vienna and was only authorized to proceed in November). Here of course is also to be blamed the cumbersome communication system between the Ministry of Industry and UNDP. A list of staff prepared in July reached UNDP but in November so allowing the CTA to be fielded.
- e. "Strictu sensu", whatever reservations might have been uttered, at that time, there was a staff and money but, due to the Government system to allocate funds on a project basis, any further disbursement was delayed unless an "extension" of project was formally requested by UNDP, which logically could not extend a project that was only starting.
2. "The Project Document will be signed by UNDP and UNDP assistance to the project will be provided, subject to UNDP receiving satisfaction that the prerequisites listed above have been fulfilled or are likely to be fulfilled. When anticipated fulfillment of one or more of these fails to materialize, UNDP may, at its discretion, either suspend or terminate its assistance".

UNDP stance results from past bad experiences with the two forerunners and is quite understandable. However, each of the parties concerned should have known better. A closer co-operation might have avoided the deadlock and answered on time the question for the project "to be or not to be".

A Bar Chart (Annex III) showing the leases of lives given to the three projects and the time gaps between them, while the assets gained were trickling out. As a result, at the moment of starting again, the conditions realized and built up at high costs during the forerunner, were no longer existing.

## B. EXTENT OF ACHIEVEMENTS

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From the foregoing, it can be guessed to what extent the immediate objectives have been achieved.

- ~ "It is expected that by the end of the project an ongoing capability will have been created in LKI for preparation of regional and commodity based opportunity studies and their promotion as well as operation and maintenance of an industrial data base and assistance to entrepreneurs in project implementation."

### ACHIEVEMENTS

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Whatever have been the quantity and quality of inputs during all these years, LKI became an empty shell, and whatever on-going capability might have been created, it has left with its staff. The same applies to the "catalytic role" expected from LKI. Whatever has been achieved has now gone with the wind. If the three parties do not consider themselves beaten at the Project review, they must own to the mistakes and, this time, evaluate the real costs and risks of any new arrangement.

If LKI is to pursue its activities and use, as suggested in the project document, the existing promotional mechanisms in the regions such as BKPMs, KADINDAs, BAPPEDA, etc.... The reciprocal role of each of these institutions must be more clearly defined and LKI must be able to bring them a very concrete assistance in well-defined areas. "Grasp all, lose all!". This type of direct assistance is likely the one to be expected from a revived LKI, i.e. after having determined a limited number of targets, to estimate as accurately as possible the costs and means and rather refrain from acting than proceed on unwarranted assumptions.

#### IV. UTILIZATION OF PROJECT RESULTS

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##### A. A study identifying industrial investment opportunities in the field of Rubber

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Here, as in many other instances, several Ministries and Organizations are responsible for parts of problems requiring comprehensive, integrated and co-ordinated actions.

The terms of reference of the rubber technologist cover such a wide spectrum of expertises (from the plantation level going down to the production of rubber goods, through the intermediate stage of processing of the raw material) that the user of the study may be anybody along the line.

However the conditions surrounding the study do not warrant to cater for all tastes..... For the time being, rubber is either exported as a raw material (crumb, latex, sheet) or, if exported as rubber goods, like tyres for instance, is processed and marketed by huge transnationals who have their technologies and long standing know-how. Many licenses have been given for new investments (in rubber gloves or automotive parts for instance) and, if the promoters are not again very powerful foreign groups, they may need guidance but are not likely to benefit much from this rubber study, at least as elaborated so far. To assist small and medium scale industries a more perceptive analysis will be required.

Actually the rubber industry needs assistance at all levels, starting from the extension services to small holders and ending possibly at the search for new products and new markets.

Nevertheless, it seems that the main user, of this "preliminary" report would be the Government in the first place since it deals mainly with advices to improve the quality of the raw material and to generate policies toward this end.

It is to be regretted that the volume of the task compared to the scarcity of the means did not allow the rubber technologist to investigate specific investment opportunities and produce project profiles as the leather and footwear experts had been able to do.

There are many manufacturers, especially smaller ones, who are in need of assistance to examine the possibility of expanding into new products. This is the type of technical assistance that LKI could possibly deliver at a later stage.

B. A study identifying industrial investment opportunities in the leather industry

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Both experts produced industrial profiles and presented their findings at a meeting organized by the Ministry of Industry in favour of small and medium scale entrepreneurs.

Here the users are the entrepreneurs but also the Government at the policy making level.

C. Two studies identifying industrial investment opportunities on a regional basis, one each for Bengkulu and East Kalimantan

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As already mentioned the contacts with these two regions have been too short and superficial to foresee any breakthrough. However, a small numbers of would-be entrepreneurs have been identified and contacts have been attempted abroad for possible joint ventures.

## V. CONCLUSIONS

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The need for an institution such as LKI is obvious. If the achievements are not up to the expectation, LKI is by far not the only one to be blamed. None the less, LKI institutional setting is to be reviewed because the idea of its creation dates back to a time when the State resources were larger and the perspectives of financing better. This was recognized already in 1987 when the government - mainly the Ministry of Industry and BAPPENAS - started a series of consultations in order to define exactly what LKI was supposed to do in the drive toward industrialization...

The conditions put forward at the time of its creation did never materialize. Suffice to refer to the "Recommendations and Guidelines for Future Action" at the third page of Annex XII (History of the Project).

The means made available to LKI have never been commensurate with what was expected, while neither its relative position within the Indonesian Administrative Machinery nor the kind of relationship with the other Institutions had been clearly defined and established.

The solutions to these problems depend on the willingness of the Government either to have all the services provided by its status still rendered by LKI, and then how... or only part of them. Whatever the solutions chosen, the problems of Finance, Staffing, Management, Cooperation, presence in the outer regions, and many others, remain to be solved. This will take a long time. Meanwhile, and this does not apply to LKI alone, the Government policies as described in the Development Objectives of the Project must continue being attended to, one way or the other.

The Decree of 31st December 1985 provided LKI with an oversized structure and a cumbersome organization without proportions with the realities and certainly not in line with the current conditions.

As it was already concluded by the CTA of project 85/037. LKI will probably remain a small institution in the foreseeable future. It seems, at this stage, all what can be done is for the Government to ensure that what has been built up and maintained might survive. This means a small number of competent

professionals motivated by satisfactory living conditions and able to work on very specific projects for which money and assistance are secured beforehand.

This type of progressive development of LKI would not be a too heavy financial burden. It would progressively allow LKI to prove its usefulness while building up a clientele of its own.

## VI. RECOMMENDATIONS

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### A. LONG-TERM RECOMMENDATIONS

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These are to be worked out between BAPPENAS, the Ministry of Industry and LKI :

1. To remove any uncertainty about the continuity and progressive strengthening of LKI activities.
2. To make a survey of the existing institutions having activities similar or complementary to LKI.
3. On this basis, to redefine the respective activities of each, with special emphasis on the permanent links to be established between LKI and other institutions, both at the central and regional levels.
4. To Redesign an adequate status for LKI, taking into account the present situation and the other existing institutions, the objectives of REPELITA V and the fourth UNDP Country Programme, the means available and a progressive growth of LKI with deadlines of obligations to be met before further steps are taken, with a view to integrate LKI within the Government structures.
5. To provide LKI with a budget separate from the Government regular one.
6. To see to it that a permanent competent staff be allocated, and secured, growing with the needs and means, motivated by a career development plan.
7. To co-ordinate, in a concrete way, LKI activities with those of other institutions.
8. To identify particular Government activities which could be carried out by LKI automatically, as part of a routine procedure, so as to reinforce LKI linkage with the entrepreneurs community, the financial institutions and the local consulting industry.



## B. SHORT-TERM RECOMMENDATIONS

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These are directed to the Government, LKI and UNDP/UNIDO.

### 1. The Government:

To select among the outputs of project 86/029 not yet fully achieved (leather and rubber namely) a limited number of activities which could be carried out to satisfy the previous requests of the Government in a more comprehensive way as it had been made feasible so far.

### 2. LKI

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- a. To define activities with their outputs and output verifiers which may be carried out so as to be able to wind up UNIDO project 86/029 in an orderly and satisfactory way.
- b. To propose a crash programme and obtain from the government (BAPPENAS and Ministry of Industry), the relevant emergency funds.
- c. To see to it that the activities described in the crash programme meet the government and private sector expectations.
- d. To look for new activities, co-operations and fundings, for the short and medium term, in line with or similar to what has been achieved with project DP/INS/87/105.
- e. To do this with a view to create, progressively, good relations with a small nucleus of entrepreneurs, who could in the future, respond for the quality of LKI work and serve as a springboard for LKI integration within the industrial Indonesian community.
- f. To request whatever assistance is needed for this purpose and prepare for this the relevant terms of reference.
- g. To prepare training programmes tailored to the size and immediate needs of the tasks ahead.

### 3. UNDP/UNIDO

- a. After careful scrutiny, to decide the type and volume of expenses which could still be disbursed on project 85/029 to assist in the completion of the new programme worked out by LKI.
- b. After satisfactory execution of this new programme, closing down the project, examination of the results and eventually obtention of real Government guarantees for counterpart contribution, to study a realistic long term project subject to progressive realization of objectives accepted by the three parties and financed on the remainder of the allocation made in the Third Country Programme for this kind of activity.

~~~~~000~~~~~

Nomor : 667 /SJ/VIII/1988  
 Lampiran : 1 (satu)  
 Perihal : IKS/85/029: Industrial Entrepreneurship Development Through LKI.

Jakarta, 13 Agustus 1988

Kepada Yth.

Bapak Menteri Muda/Sekretaris  
 Kabinet R.I.

U.p. Saudara Kepala Biro Kerjasama  
 Teknik Luar Negeri

di

J A K A R T A

Menunjuk surat Kepala Perwakilan UNDP Jakarta Ref. INS/86/029 tanggal 26 Mei 1988 dan tanggal 20 Juli 1988 perihal tersebut di atas, bersama ini kami sampaikan kepada Bapak Menteri daftar nama-nama para tenaga ahli nasional sebagaimana terlampir untuk menduduki Profesional Staff dan Seconded Staff pada Lembaga Kewiraswastaan Industri sebagai pelaksana Proyek UNDP/UNIDO INS/86/029: Industrial Entrepreneurship Development Through LKI sesuai dengan Proyek Dokumen INS/86/029 pada halaman 10 dan 11.

Sehubungan dengan hal di atas, bersama ini kami mengherapkan bantuan Bapak Menteri untuk dapat menyampaikannya kepada pihak UNDP dan UNIDO Jakarta.

Atas perhatian dan bantuan Bapak Menteri kami sampaikan terima kasih.

Tembusan kepada Yth.:

1. Bapak Menteri Perindustrian (sebagai laporan)
2. Bapak Menteri Muda Perindustrian (sebagai laporan)
3. Bapak Sekjen Dep. Perindustrian
4. Bapak Dirjen Aneka Industri
5. Bapak Dirjen Industri Kecil
6. Bapak Drs. Bachrum S. Harahap Staf Ahli Menteri Perindustrian
7. Y.M. Kepala Perwakilan UNDP, Jakarta
8. Sdr. SIDFA UNIDO, Jakarta
9. Sdr. Karo Kerjasama Luar Negeri, Bappenas
10. Sdr. Karo Industri, Pertambangan dan Tenaga Listrik, Bappenas
11. Sdr. Karo Perencanaan
12. Sdr. Direksi LKI
13. Arsip.

J. H. SEKRETARIS JENDERAL  
 Kepala Biro Kerjasama Luar Negeri,



(Drs. A. S. Siagian)

**LIST OF LEMBAGA KEWIRASWASTAAN INDUSTRI (LKI)  
PROFESSIONAL STAFF & QUALIFICATION**

---

| NO. | POSITION                                 | NAME                          | QUALIFICATION/UNIVERSITY DEGREE             |
|-----|------------------------------------------|-------------------------------|---------------------------------------------|
| 1.  | National Project Director                | Drs. F. Sartono               | Social Economic/Public Adm.                 |
| 2.  | Credit Advisor                           | Drs. Budi Siswoyo             | Economist                                   |
| 3.  | Industrial Dev. Officer/<br>Section Head | 1. Ir. Suwartono              | Mechanical Engineer                         |
|     |                                          | 2. Ir. Raziman Rasyid         | Mechanical Engineer                         |
| 4.  | Data Base Manager/<br>Section Head       | Ir. Harri Sudianto            | Chemical Technologist                       |
| 5.  | Industrial Officer                       | 1. Drs. Sumadi                | Economist                                   |
|     |                                          | 2. Drs. Suradji               | Economist                                   |
| 6.  | Technical Expert                         | 1. Ir. Winaryono              | Naval Architect                             |
|     |                                          | 2. Soenaryoadi MSc.           | Naval Architect                             |
|     |                                          | 3. Ir. Hasanuddin Syah        | Animal Husbandry                            |
|     |                                          | 4. Ir. Mochamad<br>Aa'Syafaat | Agricultural Engineer                       |
| 7.  | Junior Expert                            | 1. Drs. Suyanto               | Economist                                   |
|     |                                          | 2. Ir. Hairullah              | Marine Engineer                             |
|     |                                          | 3. Ir. Fahrul Authon          | Fishery Technologist                        |
|     |                                          | 4. Ir. Sayid Agung<br>Wardoyo | Agricultural Engineer                       |
| 8.  | Data Base Official/<br>Librarian         | Ir. Purwita Musaffa           | Mechanical Engineer                         |
| 9.  | MOI Staff Seconded to<br>LKI             | P.A. Pattinama Ing.           | Leather Technology/Industrial<br>Management |
|     |                                          | A.N. Ginting MSc.             | Technology                                  |

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Jakarta, July 1988

## TRANSLATION

DEPARTMENT OF INDUSTRY REPUBLIC OF INDONESIA  
 SECRETARY GENERAL  
 Jalan Gatot Subroto Kav. 52-53, Jakarta  
 Telp. 515509, 515526, 515546  
 JAKARTA SELATAN

Number : 667/SJ/VIII/1988  
 Enclosure: 1 (one)  
 Subject : INS/86/029: Industrial  
 Entrepreneurship Dev.  
 Through LKI

Jakarta, 13 August 1988

To :  
 Junior Ministry/Secretary Cabinet

Attn. Head of Bureau  
 for Technical Cooperation  
 Jakarta

With reference to UNDP Jakarta Resident Representative's letter Ref. INS/86/029 dated 26 May 1988 and 20 July 1988 regarding subject, we are pleased to attached herewith, list of the National Experts, to fill the position of Professional Staff and Seconded Staff at Lembaga Kewiraswastaan Industri - Project UNDP/UNIDO INS/86/029 : Industrial Entrepreneurship Development Through LKI as per the Project Document INS/86/029, page 10 and 11.

Please kindly submit the list to UNDP/UNIDO Jakarta.

Thank you for your kind attentions and assistance.

On behalf of  
 The Secretary General  
 Head of Bureau for Foreign  
 Affairs

(Drs. A. S. Siagian)

No.: 1068/SJ/X/1988

Jakarta, October 31, 1988

Mr. Gamal M. Magdi  
 UNDP Resident Representative  
 Jl. M.H. Thamrin 14  
J A K A R T A

RR'S COPY

Dear Mr. Magdi,

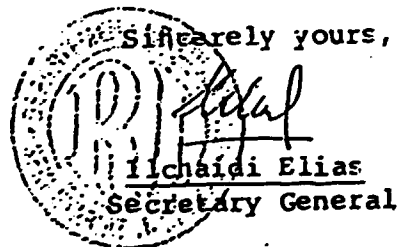
With reference to the letter of Cabinet Secretariate No.KL. 02.03/PBUN/0272 of October 12, 1988 on the staffing of Project INS/26/Q29 - LKI, I am pleased to inform you that:

- 1/. Mr. Arisman Yudodibroto as Industrial Officer has been appointed to replace Mr. Soemadi.
- 2/. Mr. Soeyanto, previously appointed as Junior Expert and has been promoted as Technical Expert, to replace Mr. Soenaryoadi.
- 3/. Mr. Rahmad Riyadi has been appointed as Junior Expert to replace Mr. Soeyanto.
- 4/. Ms. Mariatin Sri Widowati has been appointed as Junior Expert to replace Mr. Hairullah who has resigned recently.

We kindly request your kind assistance to make the necessary arrangement for speedier commencement of the Project.

Thank you again for you kind attention and cooperation.

Sincerely yours,



Richard Elias  
 Secretary General


cc.:

1. H.E. the Minister of Industry
2. H.E. the Junior Minister of Industry
3. Director General for Multifarious Industries
4. Mr. Eman Yogasara, the Special Assistance to the Minister of Industry
5. Head, Bureau for Technical Cooperation, Cabinet Secretariate
6. Head, Bureau for International Economic Cooperation, Bappenas
7. Head, Bureau for Trade and Industry, Bappenas
8. Mr. G.L. Narasiman, SIDFA GUIDO
9. Head, Bureau for Planning
10. Head, Bureau for Finance
11. Head, Bureau for International Relations
12. Director of LKI.

REVISED  
 LIST OF LEMBAGA KEWIRASWASTAAN INDUSTRI (L K I)  
NATIONAL COUNTERPART STAFF & QUALIFICATION

| No. | POSITION                                | N A M E               | QUALIFICATION/UNIVERSITY<br>DEGREE           |
|-----|-----------------------------------------|-----------------------|----------------------------------------------|
| 1.  | National Project Director               | F Sartono             | Social Economic/Public.<br>Acn.              |
| 2.  | Credit Advisor                          | Budi Siswoyo          | Economist                                    |
| 3.  | Industrial Dev.Officer/<br>Section Head | Suwartono             | Mechanical Engineer                          |
|     |                                         | Raziman Rasyid        | Mechanical Engineer                          |
| 4.  | Data Base Manager/Section<br>Head       | Harri Sudianto        | Chemical Technologist                        |
| 5.  | Industrial Officer                      | Arisman Yudodibroto   | Mechanical Engineer                          |
|     |                                         | Soeradji              | Economist                                    |
| 6.  | Technical Expert                        | Soeyanto              | Economist                                    |
|     |                                         | Winaryono             | Naval Architect                              |
|     |                                         | Hasanuddin Syah       | Animal Husbandry                             |
|     |                                         | Mohamad Aa'Syafaat    | Agricultural Engineer                        |
| 7.  | Junior Expert                           | Rahmad Riyadi         | Business Administration                      |
|     |                                         | Mariatin Sri Widowati | Accountant                                   |
|     |                                         | Fahrul Authon         | Fishery Technologist                         |
|     |                                         | Sayid Agung Wardoyo   | Agricultural Engineer                        |
| 8.  | Data Base Official/<br>Librarian        | Purwita Musaffa       | Mechanical Engineer                          |
| 9.  | MoI Staff Seconded to LKI               | P.A.Pattinama Ing.    | Leather Technology/<br>Industrial Management |
|     |                                         | A.N.Ginting           | Technology                                   |

Jakarta, October 1988

  
Ilchaidi Elias  
 Secretary General

Jakarta, October 12, 1988

No.: KI 03.03/PBBE/0277

Mr. Galal M. Magdi  
UNDP Resident Representative  
M. H. Thanrin No.14  
JAKARTA

Dear Mr. Magdi,

Subject: INS/86/029 and INS/87/105

With reference to our letters NI. 02.03/PDUN/0174 and 0175 of October 1, 1988, concerning the above-mentioned subject, we would like to provide some clarifications as follows:

1. The National Experts mentioned in our letter No. RL.02.03/-PDUN/0175 are in fact the National Counterpart Staffs as specified in the project document INS/86/029.

2. Since we approved Mr. Soenaryoadi and Mr. Sumadi as National Experts to the project INS/87/105 (ref. our letter No. RL.02.03/PDUN/0174), their position as National Counterpart Staffs to the project INS/86/029 will be replaced by another suitable candidate in the near future.

Thank you for your cooperation.

Sincerely yours,

SIGNED

Moh. Widodo Gondowardojo  
HIP 187001398  
Head  
Bureau for Technical Cooperation

cc:

1. Sekjen. Dep. Perindustrian.
2. Sdr. Dirjen. Aneka Industri.
3. Sdr. Dirjen. Industri Recil.



## ANNEX IIA

=====

TURNOVER OF  
LKI NATIONAL COUNTERPART STAFF  
PROJECT INS/86/029

Page 1/4

| Item | Name and sex of incumbent | Post Title / Responsibility                                                                                                                                                                                                                                                                                            | Entry on duty | Departure                                      |
|------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------|
| 1.   | F. Sartono (M)#           | National Project Director                                                                                                                                                                                                                                                                                              | 1-1-88        |                                                |
| 2.   | Budi Siswojo (M)*         | Credit Advisor                                                                                                                                                                                                                                                                                                         | "             | 1-4-89                                         |
| 3.   | Suwartono (M)#            | Industrial Dev. Officer /<br>Section Head<br>To organize :<br>-Project Planning &<br>Controlling (PPC) section<br>-Preparing study on<br>rubber-based industry<br>-Preparing study on<br>province of Bengkulu<br>-Preparing study on<br>marine-based industry<br>-Project implementation                               | "             |                                                |
| 4.   | Raziman Rasjid (M)#       | Ind. Dev. Officer /<br>Section Head<br>To organize:<br>-Consultancy & Assistancy<br>(CA) section<br>-Preparing study on<br>leather-based industry<br>-Preparing study on<br>province of E. Kalimantan<br>East Kalimantan<br>-LIMP (Linkage type<br>Industry Modernization<br>Program)/Metal<br>-Project implementation | "             |                                                |
| 5.   | Sumadi (M)***             | #<br>Industrial Officer<br>Transferred to Project<br>INS/87/105 in 1-1-89                                                                                                                                                                                                                                              | "             | 1-1-89<br>Transfer<br>red to<br>INS/87/<br>105 |
| 6.   | Soeradji (M)*             | #<br>Industrial Officer                                                                                                                                                                                                                                                                                                | "             | 1-2-89                                         |

## ANNEX IIA

=====

TURNOVER OF  
LKI NATIONAL COUNTERPART STAFF  
PROJECT INS/86/029

Page 2/4

| Item | Name and sex of incumbent | Post Title / Responsibility                                                                                                                                                                                  | Entry on duty | Departure |
|------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|
| 7.   | Gini Nian Djani (F)*      | Indust. Research Off                                                                                                                                                                                         | "             | 1-4-88    |
| 8.   | Hairullah (M)*            | Junior Expert                                                                                                                                                                                                | "             | 1-8-88    |
| 9.   | M.S. Widowati (F)*        | Junior Expert                                                                                                                                                                                                | "             | 1-1-89    |
| 10.  | Purwita Musaffa (M)*      | Junior Expert/<br>Data Base Official/<br>Librarian                                                                                                                                                           | 1-1-88        | 1-1-89    |
| 11.  | P.A. Fattiname Ing. (M)*  | MOI Staff to be seconded<br>to LKI on request on<br>ad hoc basis                                                                                                                                             | "             | -         |
| 12.  | A.N. Ginting Msc. (M)*    | MOI Staff to be seconded<br>to LKI on request on<br>ad hoc basis                                                                                                                                             | "             | -         |
| 13.  | S. Agung Wardojo (M)*     | Junior Expert<br>To assist :<br>-Project planning & con-<br>trolling (PPC) section<br>-Preparing study on<br>rubber-based industry<br>-Preparing study on<br>province of Bengkulu<br>-Project implementation | "             | 1-6-89    |
| 14.  | Harri Sudianto (M)*       | Data Base Manager<br>To organize:<br>-Data Bank Section<br>-Project implementation                                                                                                                           | 1-4-88        | 1-1-89    |

## ANNEX IIA

=====

TURNOVER OF  
LKI NATIONAL COUNTERPART STAFF  
PROJECT INS/86/029

Page 3/4

| Item | Name and sex of incumbent | Post Title / Responsibility                                                                                                                                                                                                                                       | Entry on duty | Departure                                                                        |
|------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------|
| 15.  | Moch. Aa'Syafaat (M)      | Technical Expert<br>To involve in:<br>-Project Planning & Controlling (PPC) section<br>-Preparing study on rubber-based industry<br>-Preparing study on province of Bengkulu<br>-Project implementation                                                           | "             |                                                                                  |
| 16.  | Suyanto (M)               | Technical Expert<br>*To organize:<br>-Promotion & Entrepreneur Development (PED) section<br>*To involve in:<br>-Preparing study on leather-based industry<br>-Preparing study on province of East Kalimantan<br>-SMIEP<br>-Project implementation                 | 1-4-88        | 1-7-89<br>fellowship to conduct training in The Republic of Germany (not resign) |
| 17.  | Hasanuddin Syah (M)       | Technical Expert<br>To involve in:<br>-Promotion & Entrepreneur Development Section<br>-Preparing study on leather-based industry<br>-Preparing study on province of East Kalimantan<br>-Preparing study on rattan/wood-based industry<br>-Project implementation | "             |                                                                                  |

## ANNEX IIA

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TURNOVER OF  
LKI NATIONAL COUNTERPART STAFF  
PROJECT INS/86/029

Page 4/4

| Item | Name and sex of incumbent | Post Title / Responsibility                                                                                                                                                                                                | Entry on duty | Departure                                     |
|------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------|
| 18.  | Winaryono (M)**           | Technical Expert<br>Transferred to<br>-Project INS/87/105<br>Integrated Boat Building<br>(in 1-1-89)                                                                                                                       | "             | 1-1-89<br>transfer<br>ed to<br>INS/87/<br>105 |
| 19.  | Soenaryoadi (M)***        | Technical Expert<br>Transferred to<br>-Project INS/87/105<br>Integrated Boat Building<br>(in 1-1-89)                                                                                                                       | "             | 1-1-89<br>transfer<br>ed to<br>INS/87/<br>105 |
| 20.  | Rahmad Riyadi (M)*        | Junior Expert                                                                                                                                                                                                              | "             | 1-11-88                                       |
| 21.  | Fahrul Authon (M)*        | Data Base Official/<br>Librarian (effective<br>1-1-89)<br>To assist :<br>-Data Bank section<br>-Preparing study on agro-<br>based industry<br>-Preparing study on marine<br>based industry                                 | 1-4-88        | 1-7-89                                        |
| 22.  | Arisman Yudodibroto (M)## | Data Base Manager /<br>Section Head (effective<br>1-1-89).<br>*To organize:<br>-Data Bank Section<br>*To assist :<br>-LIMP/Metal<br>-SMIEP (Small & Medium<br>Industrial Enterprises<br>Project<br>-Project implementation | 1-10-88       |                                               |

## Remarks:

- #) Transferred from the previous projects
- ##) Newly recruited
- \*) Resign
- \*\*\*) Transferred to Boat Building Project
- \*\*\*\*) Transferred to Boat Building Project and later resigned

## ANNEX IIB

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LIST OF LKI NATIONAL SUPPORTING STAFF  
PROJECT INS/86/029

Page 1/1

| Item | Name and sex of incumbent | Post Title / Responsibility          | Entry on duty | Departure |
|------|---------------------------|--------------------------------------|---------------|-----------|
| 1.   | Subagyo (M)               | Adm. Officer                         | 1-1-83        | -         |
| 2.   | Titi Chairani (F)*        | Translator                           | "             | 1-4-88    |
| 3.   | Sri Redjeki S. (F)*       | Secretary                            | 1-4-88        | 1-4-89    |
| 4.   | Sri Kus Indriyati (F)*    | Typist                               | 1-4-88        | 1-1-89    |
| 5.   | Yudharida Iriantie (F)    | Typist                               | "             | -         |
| 6.   | Rose Mulyati Betah (F)    | Typist (Senior)                      | "             | -         |
| 7.   | Palgunadi (M)*            | Clerk (Senior)                       | "             | 1-6-89    |
| 8.   | Mahzuldi (M)*             | Computer Operator                    | "             | 1-4-88    |
| 9.   | Rudih (M)                 | Computer Operator                    | "             | 1-6-88    |
| 10.  | Meita Radianti (F)*       | Trainee                              | "             | 1-4-88    |
| 11.  | Doddy B. Ch. (M)*         | Trainee                              | "             | 1-4-88    |
| 12.  | Darul Quitni (M)          | Driver                               | "             | -         |
| 13.  | Yulinas Bachtiar (M)      | Driver                               | "             | -         |
| 14.  | Engkang (M)*              | Driver                               | "             | -         |
| 15.  | Hartanto (M)*             | Driver                               | "             | -         |
| 16.  | Supardi (F)               | Draftman                             | "             | -         |
| 17.  | Wajino (M)                | Clerk                                | "             | -         |
| 18.  | Parno (M)                 | Receptionist                         | "             | -         |
| 19.  | Abie Palinggi (F)*        | Adm. Officer -<br>U. Pandang office  | "             | 1-4-83    |
| 20.  | Subandhy (M)*             | Adm. Officer -<br>Samarinda Office   | "             | -         |
| 21.  | Azis Darminto (M)*        | Clerk (Junior) -<br>Samarinda Office | "             | -         |
| 22.  | Arina P. Siregar (F)*     | Adm. Officer -<br>Medan Office       | "             | -         |
| 23.  | Bayu Asmar (M)*           | Clerk (Junior) -<br>Medan Office     | "             | -         |
| 24.  | Maria Juli Martina (F)    | Typist                               | 1-4-89        | -         |

## Remarks:

\*) Resign

## ANNEX I

=====

LIST OF UNIDO PROFESSIONAL STAFF/INTERNATIONAL EXPERTS  
PROJECT INS/86/029

Page 1/1

| Item | Name and sex of incumbent | Post Title / Responsibility | Entry on duty | Departure |
|------|---------------------------|-----------------------------|---------------|-----------|
| 1.   | Jean-Claude Panis (M)     | Chief Tech. Adviser         | 22-11-88      | 30-9-89   |
| 2.   | Frederick Shipley (M)     | Rubber Expert               |               |           |
|      |                           | First mission               | 13-4-89       | 23-5-89   |
|      |                           | Second mission              | 9-7-89        | 23-8-89   |
| 3.   | Alfred Lesuisse (M)       | Leather Expert              | 28-11-88      | 17-2-89   |
| 4.   | Mohammad Bashir (M)       | Footwear Expert             | 10-1-89       | 2-4-89    |

## ANNEX IID

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LIST OF UNIDO NATIONAL SUPPORTING PERSONNEL  
PROJECT INS/86/029

Page 1/1

| Item | Name and sex of incumbent | Post Title / Responsibility | Entry on duty | Departure |
|------|---------------------------|-----------------------------|---------------|-----------|
| 1.   | Wirawaty Subekti (F)      | Secretary                   | 15-2-89       | 30-9-89   |

JUNE 1981

MRS. CHART  
 COMPARING UNDP & GOVERNMENT INPUTS

| DESCRIPTION       | 1986 | 1987 | 1988 | 1989 |
|-------------------|------|------|------|------|
| UNDP INPUTS       |      |      |      |      |
| 78/002            |      |      |      |      |
| 85/027            |      |      |      |      |
| 88/028            |      |      |      |      |
| GOVERNMENT INPUTS |      |      |      |      |
| REGULAR           |      |      |      |      |
| PERSONNEL         |      |      |      |      |
| REGIONAL OFFICES  |      |      |      |      |
| TOTAL             |      |      |      |      |

NOTE:

To achieve the capability of a self-supporting institution, during the institution building stage, which should consist of three phases, the pledged assistance of UNDP/UNIDO is essential and UNICEF has promised and delivered the counter regular budget for the last three years amounting to 50% of the UNDP/UNIDO inputs. A counter budget of \$6,516,043.600 for a UN input of \$16,900 is quite a satisfactory contribution by the usual standards.

The problem is not only a matter of counterpart budget but of its composition (75% personnel / 25% regular) and availability concurrently with the UNDP/UNIDO inputs (UNICEF personnel budget available since January 1982 when the project started in November and no personnel budget in 1989 during the duration of the project).

The project, as designed, has been hampered by the vicious circle of not having the personnel counterpart budget disbursed on time while the delivery of UNDP/UNIDO output was delayed or cancelled for lack of counterpart personnel.

Another reproachable mistake was the closure of the regional offices at the very moment they were the most needed.



## ANNEX IV

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## TRAINING

Page 1/1

| Purpose                                      | Financed by                                 | Participant                                                                                                                                                                                  | Place               | Begin / End       | Duration  |
|----------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|-----------|
| English Report Writing                       | Wooden Boat Building Proj.<br>DP/INS/87/105 | Harri Sudianto<br>Soeradji<br>Moch. Aa Syafaat<br>Hasanuddin Syah<br>Winaryono<br>Soenaryoadi<br>Suyanto<br>Fahrul Authon<br>S. Agung Wardojo<br>M.S. Widowati<br>Purwita Musaffa<br>Subagyo | LKI Office          | Oct.88-<br>Jan.89 | 4 months  |
| International Marketing for Wooden Furniture | CDG<br>(Carl Duisberg Gesellschaft<br>e.v.) | Suyanto                                                                                                                                                                                      | Republic of Germany | Jul.89-<br>Oct.90 | 15 months |

LIST OF OUTPUTS PRODUCED BYLKI WITHOUT ASSISTANCE FROMUNIDO EXPERTS

INS/86/029

1. Data collected on rubber and leather referring to raw material supply, existing industry, licenses issued for new industries etc.
2. Pre-feasibility study on the manufacture of latex examination gloves.
3. Pre-feasibility study on the manufacture of rubber canvas shoes.
4. Pre-feasibility study on a leather tannery project.
5. Pre-feasibility study on the manufacture of leather shoes.
6. Pre-feasibility study on the manufacture of leather garments.
7. Preparation of training programme for entrepreneurship development, including syllabus, evaluating possible candidates for subcontracting, discussions with MoI and KADIN on participants for the programme.
8. Preparation of training programme for feasibility study preparation and evaluation. This programme is to be organised for consultants and bank staff and also for new LKI staff. Discussions with INKINDO (consultants' Organization) on contents and participation.
9. Inventory of libraries, research and development institutions and other sources of information.  
Contacts established with local and foreign sources of information.

## ANNEX VI

LIST OF REPORTS  
PRODUCED BY LKI

Page 1/2

| ITEM | TITLE OF REPORT, PAPER ETC.                                                                  | REMARKS                                                                     |
|------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| 1.   | Prep. of study for rubber industry<br>- Latex examination gloves                             | Completed for final<br>evaluation                                           |
| 2.   | Prep. of study for rubber industry<br>- Rubber/canvas shoes                                  | Completed for final<br>evaluation                                           |
| 3.   | Prep. of study for rubber industry<br>- Rubber hose                                          | Data collection<br>completed                                                |
| 4.   | Prep. of study for leather industry<br>- Leather tannery                                     | Completed                                                                   |
| 5.   | Prep. of study for leather industry<br>- Leather shoes                                       | Completed                                                                   |
| 6.   | Prep. of study for leather industry<br>- Leather garment                                     | Being finalized for<br>the draft formulation                                |
| 7.   | Outlines/Project Profiles<br>- Cemented shoes                                                | Completed                                                                   |
| 8.   | Outlines/Project Profiles<br>- Cemented shoes with subcontract<br>of closing and sole        | Completed                                                                   |
| 9.   | Outlines/Project Profiles<br>- Manufacturing of upper part                                   | Completed                                                                   |
| 10.  | Identification of industrial<br>opportunities : Bengkulu                                     | Being assessed raw<br>material potential<br>and infrastructure<br>condition |
| 11.  | Identification of industrial<br>opportunities : East Kalimantan                              | Completed                                                                   |
| 12.  | Promotion of industrial opportu-<br>nities, Project Promotion :<br>- Ujung Pandang<br>- Palu | Completed<br>Completed                                                      |

LIST OF REPORTS  
PRODUCED BY LKI  
-----

Page 2/2

| ITEM | TITLE OF REPORT, PAPER ETC.                                  | REMARKS   |
|------|--------------------------------------------------------------|-----------|
| 13.  | Opp. Study on Leather Manuf.<br>Industry in Indonesia        | Completed |
| 14.  | Prefeas. on Leather Tannery,<br>capacity 200 cowhides/day    | Completed |
| 15.  | Identification of Industrial<br>opportunity in South Sumatra | Completed |
| 16.  | Report on promotion for 1988/1989                            | Completed |
| 17.  | Report on Data Bank for 1988/1989                            | Completed |
| 18.  | Report on Training for 1988/1989                             | Completed |

ANNEX VII

**ACTIVITIES & OUTPUTS**  
**LKI'S SERVICE PROGRAMMES**

Study for rubber industry

- |                            |                                |
|----------------------------|--------------------------------|
| - Latex examination gloves | completed for final evaluation |
| - Rubber/canvas shoes      | completed for final evaluation |
| - Rubber hose              | data collection completed      |

Study for leather industry

- |                    |                                           |
|--------------------|-------------------------------------------|
| - Leather tannery  | completed                                 |
| - Leather shoes    | completed                                 |
| - Leather garments | being finalized for the draft formulation |

Outlines/project profiles

- |                                                       |           |
|-------------------------------------------------------|-----------|
| - Cemented shoes                                      | completed |
| - Cemented shoes with subcontract of closing and sole | completed |
| - Manufacturing of upper part                         | completed |

Identification of industrial opportunities

- |                   |                                                                    |
|-------------------|--------------------------------------------------------------------|
| - Bengkulu        | being assessed raw material potential and infrastructure condition |
| - East Kalimantan | same as above                                                      |

Promotion of industrial opportunities (general)

- A. Regional Project Promotion (in corporation with Bank/regional office)
- |                 |           |
|-----------------|-----------|
| - Ujung Pandang | completed |
| - Palu          | completed |

- Mataram/Lombok
  - Manado
  - Bitung
  - Palu
  - Kendari
  - Other locations
- completed  
completed  
completed  
completed  
completed  
planned  
(travel budget problem)

### B. Promotion Seminars (specific)

- Lamination boat building - Jakarta
  - Leather shoes - Jakarta
  - Leather tannery - Jakarta
- completed  
completed  
completed

### C. Promoting LKI' services

- Ujung Pandang
  - Palu
  - Manado
  - Kendari
  - Mataram/Lombok
  - Medan
  - Palembang
  - Bengkulu
  - Other locations
- completed  
completed  
completed  
completed  
completed  
completed  
completed  
completed  
planned  
(travel budget problem)

### Training for LKI's Professional staff

- English training
  - Training for prep. of DB & FS
- completed  
preparation completed

### Training for Consultants/Bank staff

- Preparation of training design proposal and selection of candidates for the training participants
- preparation completed

Entrepreneur development workshop

- Preparation of training design proposal and selection of candidates for the workshop preparation completed

Data Bank

- Linkage to local/foreign data bank ongoing
- Up-dating of data to PC ongoing
- Information service ongoing

Assistance in proj. implementation

- Leather based industry identified
- Rubber based industry identified
- Rattan industry ongoing
- Boat building ongoing

LKI Assistance to project sponsorsI. Corporate Investment Project Profile

- PT Daya Pelita Teknik, Palu ongoing  
(Pineapple cannery)
- PT Ratindo Unggul, Tangerang suspended  
(wooden Furniture & Joinery)
- PT Bumi Agro Utama, Ujung Pandang ongoing  
(Cattle Feed)
- CV Laut Jaya, Palembang ongoing  
(Fish Flour & paste)
- PT Rhibuna Prima, Jakarta suspended  
(Fresh Fruit Preserved)
- PT Dalinato Jaya Sakti, Bandung completed  
(Hacksaw Blade)
- PT Jasa Marine Hardware, Jakarta completed  
(Rattan Furniture)

## II. Bankable Proposal

- |                                                           |                        |
|-----------------------------------------------------------|------------------------|
| - PT Asta Bharata, Samarinda<br>(Shrimp Pond & Hatchery). | ongoing/equity problem |
| - PT Delinato Jaya Sakti, Bandung<br>(Hacksaw Blade)      | ongoing/bank approval  |
| - Lukita Group, Palembang<br>(Pineapple Cannery)          | ongoing/bank approval  |

## III. Finding Business Partners

- |                                                                |           |
|----------------------------------------------------------------|-----------|
| - PT Dinamika Sulawesi, Ujung Pandang<br>(Pineapple Cannery)   | ongoing   |
| - PT Pagilaran, Yogyakarta<br>(Cocoa Beans Processing)         |           |
| - PT Daya Pelita Teknik, Palu<br>(Pineapple Cannery)           | ongoing   |
| - PT Asta Bharata, Samarinda<br>(Shrimp Hatchery)              | ongoing   |
| - PT Makassar Industri Besi & Baja,<br>Ujung Pandang (Foundry) | ongoing   |
| - PT Aric Mandoyo. Madiun<br>(Cassava Starch)                  | suspended |
| - PT Roda Rimbangun, Samarinda<br>(Rattan Industry)            | ongoing   |

## IV. Technical Assistance and Information

- |                                                               |           |
|---------------------------------------------------------------|-----------|
| - PT Daya Pelita Teknik, Palu<br>(Pineapple Cannery)          | Completed |
| - CV Buana Caraka, Bandung<br>(Tuna Canning, Fish Processing) | Completed |
| - Koperasi Panca Marga, Sumedang<br>(Emping Melinjo/Crackers) | Completed |
| - PT Algatra Nusa Prima, Bandung<br>(Rattan Furniture)        | Completed |



|                                                                              |           |
|------------------------------------------------------------------------------|-----------|
| - Mr Djoyo Sukarno, Jakarta<br>(Shrimp Pond & Hatchery)                      | Suspended |
| - CV Delvidon, Padang<br>(Wood Wool Cement)                                  | Suspended |
| - PT Wirindo Agung Putra, Serang<br>(Dry Motor)                              | Suspended |
| - Mr Chalil/B.Siregar, Serang<br>(Baking Melinjo/crackers)                   | Completed |
| - Mr Ujohan Djepari, Jakarta<br>(Rubber hose)                                | Suspended |
| - PT Esaguna Rattanesia, Jakarta<br>(Rattan, Joinery and Table Lamp Project) | Completed |
| - PT Citra Krida Mada, Balikpapan<br>(Rattan Project)                        | Completed |
| - Mr Shahid, Ujung Pandang<br>(Vanilla, Cinnamon & Escargot)                 | Completed |
| - PT Lembah Rotan, Padang<br>(Lampit Project)                                | Completed |
| - CV Surya Baru, Padang<br>(Lampit & Rattan)                                 | Completed |
| - CV Persada, Padang<br>(Cinnamon)                                           | Completed |
| - PT Priangan, Bandung<br>(Tannery)                                          | Completed |
| - PT Pan Vici & Sons, Jakarta<br>(Tannery)                                   | Completed |
| - PT Tunas Sukses, Jakarta<br>(Tannery)                                      | Completed |
| - PT Suminar Artha, Bandung<br>(Tannery)                                     | Completed |
| - PT Upprindo Utama, Bandung<br>(Tannery)                                    | Completed |
| - PT Wangsa Brata, Bandung<br>(Tannery)                                      | Completed |

|                                                          |           |
|----------------------------------------------------------|-----------|
| - PT HDK Leather, Surabaya<br>(Tannery)                  | Completed |
| - PT Budi Makmur, Yogyakarta<br>(Tannery)                | Completed |
| - Federasi Perkulitan Indonesia, Yogyakarta<br>(Tannery) | Completed |
| - PT Sinar Obor, Yogyakarta<br>(Tannery)                 | Completed |
| - CV Realie, Jakarta<br>(Leather goods)                  | Completed |
| - CV Yamamoto, Jakarta<br>(Shoes)                        | Completed |
| - PT Hana Shoes, Jakarta<br>(Shoes)                      | Completed |
| - Laila Shoes, Jakarta<br>(Shoes)                        | Completed |
| - PT Eanowati Snake Leather, Bandung<br>(Shoes)          | Completed |
| - PT Maran's Leather Footwear, Bandung<br>(Shoes)        | Completed |
| - PT Gamarko Pratama, Bandung<br>(Shoes)                 | Completed |
| - PT Solindah, Bandung<br>(Shoes)                        | Completed |
| - Industri Kecil Cibaduyut, Bandung<br>(Shoes)           | Completed |
| - PT Strindo Utama Matsmen, Surabaya<br>(Shoes)          | Completed |

## DAFTAR MEETING RESUME

| No. | Tanggal Pertemuan | Partisipasi LKI | Rekanan Partisipasi    | Perusahaan/Tempat                                  | Keterangan                                                                                                                                                                                                    |
|-----|-------------------|-----------------|------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 26 Februari 1988  | NM & PM         | Mr. Albert Tolson      | GTC                                                | -Diperoleh informasi tentang pertebunan karet di Indonesia, karet alam, karet sintetis dan industri hilir karet                                                                                               |
| 2   | 27 April 1988     | SM, NM, PM      | Dr. Alfiad & Panjaitan | Biro Data, Depriind.                               | -Berdiskusi tentang Data Bank Setting Up akses data dari Depriind dan informasi publikasi Depriind.                                                                                                           |
| 3   | 2 Mei 1988        | NM              | Mr. A. Gerberding      | EKONID, Nisa Metro-politan i J. Jend. Sadirana     | -Diperoleh informasi tentang kegiatan EKONID, tentang kekayaan pustaka, tentang direktoris suppliers; dll                                                                                                     |
| 4   | 6 Mei 1988        | NM & PM         | Mrs. Jane Campbell     | Gedung PBB, Lt. II UNESCO                          | -Diperoleh informasi tentang perangkat lunak MICRO COS/ISIS, yaitu program untuk pengelolaan perpustakaan yang diteluarkan UNESCO                                                                             |
| 5   | 6 Mei 1988        | NM              | Anonia                 | GTC, Skyline Bldg. Jl. Thaaria                     | -Diperoleh informasi tentang studi-studi berkenaan dengan proyek TAB Indonesia - Jerman di Kaltia                                                                                                             |
| 6   | 26 Mei 1988       | NM              | Mr. H. Jack Solung     | Merid Trade Centre (MTC)                           | -MTC adalah organisasi non profit dimana keuangannya diperoleh dari keanggotaan dan pelayanan. Para anggota memperoleh fasilitas-fasilitas seperti Bulletin Board, Sistim pesan elektronik, juga perpustakaan |
| 7   | 2 Juni 1988       | NM              | Mr. Wilson Nababan     | PT Capricorn Ind. Cons. Inc, Jl. Protelasi 94A JKT | -CIC mengadakan Marketing Studies, nerbitkan laporan bisnis "INDOCHINA" dan informasi tentang Individual Companies                                                                                            |
| 8   | 8 Juni 1988       | NM              | Anonia                 | IBRD library, LIPPO Bldg, Jl. Masana Said          | -Diperoleh data berbagai buku yang dimiliki perpustakaan Bank Dunia Jakarta                                                                                                                                   |
| 9   | 8 Juni 1988       | NM              | Mr. Heinz-G. Kossack   | Geraan Foreign Trade Information office            | -Informasi perdagangan antara Jerman - Indonesia                                                                                                                                                              |
| 10  | 14 Juni 1988      | NM              | Anonia                 | UNIDO - library                                    | -Meminjam buku-buku perpustakaan UNISZ                                                                                                                                                                        |
| 11  | 21 Juni 1988      | MS, PM, NM      | Sekretaris PDBI        | PDBI, Jl. Kartini VIII 154i Jakarta                | -PDBI (Pusat Data Business Indonesia) adalah salah satu lembaga yang bergerak di bidang pelayanan informasi bisnis                                                                                            |
| 12  | 30 Juni 1988      | NM              | Mr. Ray Terry          | Kedubes Inggris, Jl. MH Thaaria 75                 | -Diperoleh informasi tentang DeCTA (The Developing Countries Trade Agency) yaitu suatu agen yang bergerak di bidang informasi yang berkedudukan di London                                                     |

|    |                 |         |                                             |                                                                                                       |                                                                                                                                           |
|----|-----------------|---------|---------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| 13 | :4 Juli 1988    | :HW     | :Anonia                                     | :Perpus. Kedub. Jeraan                                                                                | :Pinjan buku buku                                                                                                                         |
| 14 | :5 Juli 1988    | :HW     | :Mr. Erich Kuba                             | :Woodwork. Training C.                                                                                |                                                                                                                                           |
| 15 | :8 Juli 1988    | :HW     | :Anonia                                     | :Ked. Inggris, perpus.                                                                                | :Mendata buku-buku di perpustakaan kedubes                                                                                                |
| 16 | :11 Juli 1988   | :HW     | :Mr. D.P.L. Situneang                       | :Kedubes AS                                                                                           | :Berdiskusi tentang perdagangan dan prosesi perdagangan. Juga diperoleh informasi tentang buku-buku dan Periodical                        |
| 17 | :12 Juli 1988   | :HW     | :Mr. H.J. Koch                              | :GTC, Jl. Ridwan Rais<br>:No. 5 Tlp. 352393                                                           | :Diperoleh informasi tentang riset komoditi ekspor yang potensial yang dilakukan ETC                                                      |
| 18 | :14 Juli 1988   | :HW     | :Mr. Totok Hindaranto                       | :Ditlubun, Deptan, Jl.<br>:S. Paraan 73, Tlp 591425                                                   | :Ada beberapa publikasi dibutuhkan yang menyangkut karet dan pengolahannya, yang untuk seiperolehnya LKI perlu menulis surat ke Ditjenbun |
| 19 | :18 Juli 1988   | :HW     | :Anonia                                     | :Perpus. BPPT & UNESCO                                                                                | :Diperoleh informasi tentang buku "Rubber Technology" di BPPT dan buku sistim informasi di UNESCO                                         |
| 20 | :27 Juli 1988   | :HS, HW | :Mrs. Utari B.                              | :PDII, LIPI                                                                                           | :PDII menawarkan paket Teknologi Industri                                                                                                 |
| 21 | :27 Juli 1988   | :HW     | :Mr. David C. Wright                        | :SGS, PT Sucofindo<br>:Tedja Buana Bld. Lt 4<br>:Jl. Menteng Raya 29Jk                                | :Diperoleh informasi tentang SGS- Sucofindo yang bergerak di bidang inspeksi pengapalan barang impor dan ekspor                           |
| 22 | :29 Juli 1988   | :HW     | :Mr. H.J.N. Brierley<br>:Mr. F.N.A. Hunnery | :SGS - Sucofindo                                                                                      | :Ada data tentang beberapa barang (goods) yaitu wood furniture, rattan, leather, rubber, gliserol, Activated Carbon, dll.                 |
| 23 | :1 Agustus 1988 | :HS, HW | :Mrs. Utari B.                              | :PDII, LIPI                                                                                           | :Membicarakan tentang kemungkinan kerjasama yang bisa dilakukan antara LKI-PDII                                                           |
| 24 | :1 Agustus 1988 | :HW     | :Anonia                                     | :Perpustakaan BPEK                                                                                    | :Diperoleh informasi tentang buku-buku yang berkaitan dengan karet, kulit, pemasaran dan sistim informasi yang ada di BPEK                |
| 25 | :3 Agustus 1988 | :HW     | :Mr. Andre Chaloin                          | :Kantor Delegasi Komi<br>:isi NE, Nisaa Dharnala<br>:Bld. Lt. 16 Jl. Jen Su-<br>:diraan, Tlp. 5780081 | :Dipinjai buku ESP-EEC<br>:Diperoleh informasi tentang 2 proyek EEC di Indonesia dan ASEAN                                                |
| 26 | :9 Agustus 1988 | :HW     | :Mr. Hans Jansen                            | :B P E N                                                                                              | :Diperoleh data tentang buku-buku terbitan ITC dan ILO yang ada di BPEK                                                                   |
| 27 | :30 Nov 1988    | :PM     | :Soebagyo R.                                | :Yayasan Asia<br>:Jl Darmawangsa<br>:50 Jakarta                                                       | :Diperoleh sejumlah buku                                                                                                                  |

Catatan : HW=Harald Weber; HS=Harri Sudianto; PM=Purwita Musaffa  
WN=Winaryono

**Daftar Nama Perusahaan yang Meminta  
Bantuan Kepada LKI  
periode 1 April s/d 31 Desember 1988**

| No. | Nama Perusahaan                                           | Jenis proyek                         |
|-----|-----------------------------------------------------------|--------------------------------------|
| 1.  | PT Daya Pelita Teknik (Palu)                              | Pengalengan Nenas                    |
| 2.  | PT Makassar Industri Besi dan Baja (Ujung Pandang)        | Foundry                              |
| 3.  | PT Jasa Marine Hardware (Bandung)                         | Rattan Furniture for Export          |
| 4.  | PT Asta Eharata (Samarinda)                               | Pembibitan dan Pertambakan Udang.    |
| 5.  | PT Dalinato Jaya sakti (Bandung)                          | Hacksaw Blade                        |
| 6.  | PT Karya Eurung Betet (Jakarta)                           | Pembibitan dan Pertambakan Udang.    |
| 7.  | PT Bumi Agro Utama (U. Pandang)                           | Makanan Ternak dari Pucuk Daun Tebu. |
| 8.  | PT Algatra NUSA Prima (Jakarta)                           | Rattan Furniture                     |
| 9.  | PT Karya Isthika Tirta (Jakarta)                          | Galangan Kapal Kayu                  |
| 10. | PT Yosiba (Jayapura)                                      | Galangan Kapal Kayu                  |
| 11. | Epk. Djojo Sukarno (Jakarta)                              | Budi Daya Udang                      |
| 12. | PT Rhimbuna Prima (Jakarta)                               | Pengawetan Buah Segar                |
| 13. | PT Ario Handoyo (Madiun)                                  | Cassava Starch                       |
| 14. | CV Delvidon (Padang)                                      | Wood Wool Cement                     |
| 15. | PT Brahma Cipta Prakarsa (Jakarta)                        | Grinding wheel                       |
| 16. | PT Wirindo Agung Putra (Jakarta)                          | Dry Motor                            |
| 17. | Koperasi Panca Marga (Sumedang)                           | Emping Melinjo                       |
| 18. | PT Ratindo Unggul (Tangerang)                             | Wooden Furniture and Joinery         |
| 19. | Sdr. Chalil/B. Siregar (Serang)                           | Emping Melinjo                       |
| 20. | Yayasan Lembaga Kemarnusiaan Masyarakat Pedesaan (Lombok) | Galangan Kapal Kayu                  |
| 21. | PT Jaya Maluku Agung (Ambon)                              | Galangan Kapal Kayu                  |
| 22. | PT Industri Kapal Indonesia (Bitung, Sulawesi Tenggara)   | Galangan Kapal Kayu                  |

## ANNEX VIII

=====

## EQUIPMENT

Please refer to :

- I. ANNEX A) of the Non-Expendable Property Control Record as per 31/12/1988 dated February 28, 1989, for EQUIPMENT AT THE LKI JAKARTA OFFICE.

With the exception of the Micro-fiche reader, Last Version 2.1 of COMFAR, 25 copies new edition Manual for Preparation of Industrial Feasibility Studies, some books and publications of which the list is annexed, all the material listed has been transferred to project 86/029 from previous projects, 78/002 and 85/037.

As provided in Project Document 86/029 the necessary equipment to fulfill the needs of the project had been ordered timely but all orders outside Indonesia and authorization for local purchases were cancelled when it was decided between BAPPENAS and UNDP no longer to invest into the project.

- II. ANNEX B,C,D) of the Non-Expendable Property Control Record as per 31/12/1988 dated February 28, 1989, for EQUIPMENT FROM PROJECTS 78/002 AND 85/037 TO BE TRANSFERRED TO REGIONAL OFFICES OF MEDAN, SAMARINDA, UJUNG PANDANG (kindly refer to our letter requesting transfer Ref.092/JCP/II/89 of 28 February 1989.

Ref.: 093/JCP/II/89

Jakarta, 28 February 1989

Mr. Galal M. Magdi  
Resident Representative  
UNDP Jakarta

Dear Mr. Magdi,

Subject: 1988 year-end Physical Inventory for Project INS/85/037 - Strengthening National Capabilities for Assistance in Generating Medium-Scale Industrial Project in Selected Regions

In answer to your letter dated January 5, 1989, we have pleasure in enclosing herewith:

1. The two copies of the on-expendable property control records, which were attached to your letter, through not completed by us for the reason given further.
2. A self-explanatory letter to Mr. Gardellin with an up-dated version of the inventory reflecting the new title and number of the project.

If it proves satisfactory to you, kindly proceed and return one copy for our files in due course.

Yours sincerely,

SIGNED

F. Sartono  
Director, LKI

Encl.: as stated above

Ref.: 092/JCP/II/89

Jakarta, 28 February 89

Director, General Service Division  
Department of Administration  
UNIDO, Vienna

Subject: Project DP/INS/86/029. Year-end physical inventory. 1988

We acknowledge receipt of the Non-Expandable Property Control record as of 31 December 1988 for the project DP/INS/78/002 continued as DP/INS/85/037 and now taken over by DP/INS/86/029.

Since the new project started on 21 November 1988, with the arrival of the new CTA while project DP/INS/85/037 ended in August 1987, it would have been suitable to reconcile the inventory by a thorough physical check, the equipment being located in four different sites (i.e. LKI headquarters in Jakarta and three regional offices located in Samarinda, Medan, and Ujung Pandang).

We delayed in returning the Property Control report until after we had had the opportunity to check the inventory at least in one location, Samarinda, where we travelled last week of February. For the two other regional offices (Medan and Ujung Pandang), since we are not in a position to check physically (no travel being scheduled to these places), we resolved to take up the information as previously reported.

For the sake of clarity we took the liberty of having the inventory retyped showing the right project title together with the location of the equipment.

page 1/2



Ref.: 092/JCP/II/89

Jakarta, 28 February 1989

Since the regional offices are no longer operated by the project, we decided to have their equipment transferred to the government. In Jakarta, three vehicles that had been approved for sale are kept in use for as long as they will last. The fourth one, a Holden Torana Sedan, that has become beyond repair will be disposed of.

... We attach herewith the relevant documents.

Yours sincerely,

SIGNED

J. C. Panis  
CTA, INS/86/029

cc: 1) Mr. Sartono - Director LKI  
2) Mr. G. M. Magdi - Resident Representative UNDP Jakarta

Encl.: as stated above.

(See Location of

INDONESIA Equipments on

UNITED NATIONS  NATIONS UNIESCountry INDONESIA Annexes A-D Project No. DI/INS/IG/029Page 1 of 4

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
LEMBAGA KEWIRACASTAAN INDUSTRI (LKI)Period ending 31 December 1980

NON - EXPENDABLE PROPERTY CONTROL RECORD

| HQ<br>Req.<br>Ref.                        | Item<br>No. | Qty. | Unit | Description                                                                                                                                                                                                                                | US Dollars<br>Equivalent | P.O./Shipping<br>Advice Ref. | Received                          |    |    | Condi-<br>tion | Qty.<br>on<br>hand | Remarks                                                                                                          |
|-------------------------------------------|-------------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------------|-----------------------------------|----|----|----------------|--------------------|------------------------------------------------------------------------------------------------------------------|
|                                           |             |      |      |                                                                                                                                                                                                                                            |                          |                              | Qty.                              | M  | Y  |                |                    |                                                                                                                  |
| 80/1                                      | 1           | 2    | EA   | VEHICLES: TOYOTA CORONA DELUXE SEDAN 2000<br>MODEL RT132R-TEKDS WITH ONE SPARE TIRE AND<br>STANDARD TOOLS SET.<br>CHASSIS NOS: RT132-809069 and RT132-809025<br>ENGINE NOS: 18R-1989335 and 19R-1988872<br>REG NOS: B-586-BX and B-1370-BX | 15,000.-                 | LP                           | 2                                 | 12 | 80 | *              |                    | PSB approved SALE<br>B-1370-BX, 11/6/86<br>Meeting No. 75<br>but still used<br>by DP/INS/06/029<br>MOD 19-0-4662 |
|                                           |             | 1    | EA   | VEHICLE: HOLDEN TORANA SEDAN SL 1975<br>CHASSIS NO.: UDT 751514<br>ENGINE NO.: 2811930<br>REG.NO.: B-76254-58                                                                                                                              | 5,542.-                  | LP                           | Transferred from<br>SI/INS/74/830 |    |    |                |                    | To be written off<br>and sold (worn<br>out, see report<br>attached)                                              |
|                                           |             | 3    | EA   | VEHICLES: SUZUKI SUPER JIMNY (JEEP)<br>CHASSIS NOS.: 113423, 113418, 113420<br>ENGINE NOS.: 552809, 552777, 552784<br>REG.NOS.: B-75050-58, B-76303-58 and<br>B-76302-58                                                                   | 29,556.-                 | LP                           | 3                                 | 12 | 02 |                |                    | MOD.19-2-4577                                                                                                    |
|                                           |             | 4    | EA   | IBM TYPEWRITERS                                                                                                                                                                                                                            | 6,166.-                  | LP                           | 4                                 | 12 | 82 |                |                    | MOD.19-2-4577                                                                                                    |
| 84/2                                      |             | 1    | EA   | APPLE III, 265K W. INTERNAL DISK DRIVE +<br>128K RAM DISK FOR COMPAR                                                                                                                                                                       | 3,780.-                  | 15-4-0324                    | 1                                 | 6  | 84 |                |                    |                                                                                                                  |
|                                           |             | 1    | EA   | MONITOR III                                                                                                                                                                                                                                | 249.-                    | - " -                        | 1                                 | 6  | 84 |                |                    |                                                                                                                  |
|                                           |             | 1    | EA   | APPLE HARD DISK PROFILE II W. INTERFACE                                                                                                                                                                                                    | 2,175.-                  | - " -                        | 1                                 | 6  | 84 |                |                    |                                                                                                                  |
|                                           |             | 1    | EA   | DISK DRIVE F. APPLE III (2ND)                                                                                                                                                                                                              | 465.-                    | - " -                        | 1                                 | 6  | 84 |                |                    |                                                                                                                  |
|                                           |             | 1    | EA   | EPSON DOT MATRIX PRINTER, FX 100                                                                                                                                                                                                           | 1,340.-                  | - " -                        | 1                                 | 6  | 84 |                |                    |                                                                                                                  |
|                                           |             | 1    | EA   | APPLE III MINI PACKAGE SERVICE                                                                                                                                                                                                             | 355.-                    | - " -                        | 1                                 | 6  | 84 |                |                    |                                                                                                                  |
| * For condition, please refer to Annexes. |             |      |      |                                                                                                                                                                                                                                            |                          |                              |                                   |    |    |                |                    |                                                                                                                  |

(See Location of

Equipments on  
Anex A-D) Project No. DP/INS/86/029Country INDONESIAPage 2 of 4Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
LEMBAGA KEWIRASWASTAAN INDUSTRI (LKI)Period ending 31 December 1988

## NON - EXPENDABLE PROPERTY CONTROL RECORD

| HQ<br>Req.<br>Ref.                        | Item<br>No. | Qty. | Unit | Description                                                                                                     | US Dollar<br>Equivalent | P.O./Shipping<br>Advice Ref. | Received |     |      | Condi-<br>tion | Qty.<br>on<br>hand | Remarks                                                                                                       |
|-------------------------------------------|-------------|------|------|-----------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------|----------|-----|------|----------------|--------------------|---------------------------------------------------------------------------------------------------------------|
|                                           |             |      |      |                                                                                                                 |                         |                              | Qty.     | M   | Y    |                |                    |                                                                                                               |
| (1)                                       | (2)         | (3)  | (4)  | (5)                                                                                                             | (6)                     | (7)                          | (8)      | (9) | (10) | (11)           | (12)               | (13)                                                                                                          |
| 82/1                                      |             | 1    | EA   | VEHICLE: TOYOTA CORONA MARK II SEDAN<br>CHASSIS NO: RX 60805688<br>ENGINE NO: 21R 0317692<br>REG. NO: B-1181-BX | 10,000.-                | MOD19-2-4544                 | 1        | 7   | 85   | *              |                    | Transferred from<br>DP/INS/78/003<br>July 1985 to<br>INS/84/006 project<br>and still used by<br>DP/INS/86/029 |
| 84/3                                      | 1           | 4    | EA   | IBM 6705 SELECTRIC III TYPEWRITER, ENGLISH<br>KEYBOARD, 15.5" CARRIAGE                                          | 3,151.-                 | 15-4-01200                   | 4        | 1   | 85   |                |                    |                                                                                                               |
|                                           | 2           | 1    | EA   | IBM 65 ELECTRONIC TYPEWRITER WITH ENGLISH<br>KEYBOARD                                                           | 1,512.-                 | - " -                        | 1        | 1   | 85   |                |                    |                                                                                                               |
|                                           | 4           | 1    | EA   | RANK XEROX MODEL 1045 SYSTEM 3 COPIER WITH<br>SEMI-AUTOMATIC DOCUMENT FEEDER+SORTER                             | 7,815.-                 | - " -                        | 1        | 1   | 85   |                |                    | could not be<br>operated                                                                                      |
|                                           | 6           | 3    | EA   | REMINGTON 150 MANUAL TYPEWRITER WITH 15"<br>CARRIAGE, ENGLISH KEYBOARD                                          | 893.-                   | - " -                        | 3        | 1   | 85   |                |                    |                                                                                                               |
|                                           | 7           | 5    | EA   | CANON P-1421D 14-DIGITS PRINTER/DISPLAY<br>CALCULATOR                                                           | 940.-                   | - " -                        | 5        | 1   | 85   |                |                    |                                                                                                               |
|                                           | 8           | 1    | EA   | AMBASSADOR MODEL 600 2MM PAPER SHREDDER                                                                         | 436.-                   | - " -                        | 1        | 1   | 85   |                |                    |                                                                                                               |
| 84/4                                      | 1           | 1    | EA   | SHARP MODEL SF-760 COPIER                                                                                       | 1,669.-                 | 15-4-01415                   | 1        | 1   | 85   |                |                    |                                                                                                               |
| 89/6                                      | 1           | 1    | EA   | CANON PC 70 MICROFICHE plus accessories<br>(details as per attached PO)                                         | 51,600                  | 15-9-0429K                   | 1        | 1   | 89   | G              | 1                  |                                                                                                               |
| 89/2                                      | 1           | 1    | EA   | COMFAR LATEST VERSION 2.1                                                                                       | 700.-                   |                              | 1        |     | 89   | G              | 1                  |                                                                                                               |
| * For condition, please refer to Annexes. |             |      |      |                                                                                                                 |                         |                              |          |     |      |                |                    |                                                                                                               |



(See Location of  
Equipments on

Country INDONESIA Annex A to D Project No. DP/INS/86/029  
Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
LEMBAGA KEWIRASWASTAAN INDUSTRI (LKI)

Page 4 of 4  
Period ending 31 DECEMBER 1988

UNITED NATIONS  NATIONS UNIES  
UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
NON-EXPENDABLE PROPERTY CONTROL RECORD

| HQ<br>Req.<br>Ref. | Item<br>No. | Qty. | Unit | Description                                                                                                                                                                                                      | US Dollar<br>Equivalent | P.O./Shipping<br>Advice Ref. | Received |     |      | Condi-<br>tion | Qty.<br>on<br>hand | Remarks |
|--------------------|-------------|------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------|----------|-----|------|----------------|--------------------|---------|
|                    |             |      |      |                                                                                                                                                                                                                  |                         |                              | Qty.     | M   | Y    |                |                    |         |
| (1)                | (2)         | (3)  | (4)  | (5)                                                                                                                                                                                                              | (6)                     | (7)                          | (8)      | (9) | (10) | (11)           | (12)               | (13)    |
|                    |             |      |      | <p>WE CERTIFY THAT THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT RECEIVED, LESS THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT WRITTEN-OFF, REFLECT THE PHYSICAL COUNT OF THE ITEMS ON HAND AS AT 31 DECEMBER 1988.</p> |                         |                              |          |     |      |                |                    |         |
|                    |             |      |      | <p>UNIDO PROJECT MANAGER<br/>OR<br/>RESIDENT REPRESENTATIVE</p> <p>J.C. PANIS - CTA INS/86/029</p> <p>.....</p> <p>F. SARTONO - DIRECTOR LKI</p> <p>.....</p>                                                    |                         |                              |          |     |      |                |                    |         |
|                    |             |      |      | <p>GOVERNMENT COUNTERPART</p>                                                                                                                                                                                    |                         |                              |          |     |      |                |                    |         |
|                    |             |      |      |                                                                                                                                                                                                                  |                         |                              |          |     |      |                |                    |         |

09

ANNEX A  
EQUIPMENT AT LKI JAKARTA OFFICE  
as per 31/12/1988

(A)

 Country INDONESIA / JAKARTA Project No. DP/INS/86/029  
 Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
LEMBAGA KEWIRASWASTAAN INDUSTRI (LKI)
Page 1 of 2

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Period ending 31 DECEMBER 1988

## NON-EXPENDABLE PROPERTY CONTROL RECORD

| HQ<br>Req.<br>Ref. | Item<br>No. | Qty. | Unit | Description                                                                                                                                                                                                                                     | US Dollar<br>Equivalent | P.O./Shipping<br>Advice Ref. | Received |                                   |      | Condi-<br>tion | Qty.<br>on<br>hand | Remarks                                                                                                          |
|--------------------|-------------|------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------|----------|-----------------------------------|------|----------------|--------------------|------------------------------------------------------------------------------------------------------------------|
|                    |             |      |      |                                                                                                                                                                                                                                                 |                         |                              | Qty.     | M                                 | Y    |                |                    |                                                                                                                  |
| (1)                | (2)         | (3)  | (4)  | (5)                                                                                                                                                                                                                                             | (6)                     | (7)                          | (8)      | (9)                               | (10) | (11)           | (12)               | (13)                                                                                                             |
| 80/1               | 1           | 2    | EA   | VEHICLES: TOYOTA CORONA DELUXE SEDAN 2000<br>MODEL RT 132R-TEKDS WITH ONE SPARE TIRE AND<br>STANDARD TOOLS SET.<br>CHASSIS NOS: RT132-809069 and RT132-809025<br>ENGINE NOS : 18R-1989335 and 18R-1988872<br>REG NOS . : B-586-BX and B-1370-DX | 15,000.-                | LP                           | 2        | 12                                | 80   | G              | 2                  | DSB approved SALE<br>B 1370 BX, 11/6/86<br>Meeting No. 75<br>but still used<br>by DP/INS/86/029<br>MOD 19-0-4662 |
|                    |             | 1    | EA   | VEHICLE: HOLDEN TORANA SEDAN SL 1975<br>CHASSIS NO.: UDT 751514<br>ENGINE NO.: 2811930<br>REG. NO. : B-76254-58                                                                                                                                 | 5,542                   | LP                           | 1        | Transferred from<br>81/INS/74/030 |      | U              | 1                  | To be written off<br>and sold (worn out,<br>see report attached)                                                 |
|                    |             | 1    | EA   | IBM TYPEWRITER                                                                                                                                                                                                                                  | 1,541.5                 | LP                           | 1        | 12                                | 82   | G              | 1                  | MOD.19-2-4577                                                                                                    |
| 84/2               | 1           | 1    | EA   | APPLE III, 265K W. INTERNAL DISK DRIVE +<br>128K RAM DISK FOR COMPAR                                                                                                                                                                            | 3,780.-                 | 15-4-0324                    | 1        | 6                                 | 04   | G              | 1                  |                                                                                                                  |
|                    |             | 1    | EA   | MONITOR III                                                                                                                                                                                                                                     | 249.-                   | - " -                        | 1        | 6                                 | 84   | G              | 1                  |                                                                                                                  |
|                    |             | 1    | EA   | APPLE HARD DISK PROFILE II W. INTERFACE                                                                                                                                                                                                         | 2,175.-                 | - " -                        | 1        | 6                                 | 84   | G              | 1                  |                                                                                                                  |
|                    |             | 1    | EA   | DISK DRIVE F. APPLE III (2ND)                                                                                                                                                                                                                   | 465.-                   | - " -                        | 1        | 6                                 | 84   | G              | 1                  |                                                                                                                  |
|                    |             | 1    | EA   | EPSON DOT MATRIX PRINTER, FX 100                                                                                                                                                                                                                | 1,340.-                 | - " -                        | 1        | 6                                 | 84   | G              | 1                  |                                                                                                                  |
|                    |             | 1    | EA   | APPLE III MINI PACKAGE SERVICE                                                                                                                                                                                                                  | 355.-                   | - " -                        | 1        | 6                                 | 84   | G              | 1                  |                                                                                                                  |
| 82/1               | 1           | 1    | EA   | VEHICLE: TOYOTA CORONA MARK II SEDAN<br>CHASSIS NO: RX 60805688<br>ENGINE NO : 21R 0317692<br>REG. NO : B-1181-BX                                                                                                                               | 10,000.-                | MOD19-2-4544                 | 1        | 7                                 | 85   | G              | 1                  | Transferred from<br>DP/INS/78/003<br>July 1985 to<br>INS/84/006<br>project and<br>still used by<br>DP/INS/86/029 |
| 84/3               | 1           | 1    | EA   | IBM 6705 SELECTRIC III TYPEWRITER, ENGLISH<br>KEYBOARD, 15.5" CARRIAGE                                                                                                                                                                          | 707,75.-                | 15-4-01200                   | 1        | 1                                 | 85   | G              | 1                  |                                                                                                                  |
|                    | 2           | 1    | EA   | IBM 65 ELECTRIC TYPEWRITER WITH ENGLISH<br>KEYBOARD                                                                                                                                                                                             | 1,512.-                 | - " -                        | 1        | 1                                 | 85   | G              | 1                  |                                                                                                                  |
|                    | 4           | 1    | EA   | RANK XEROX MODEL 1045 SYSTEM 3 COPIER WITH<br>SEMI-AUTOMATIC DOCUMENT FEEDER+SORTER                                                                                                                                                             | 7,815.-                 | - " -                        | 1        | 1                                 | 85   | G              | 1                  | can not be<br>operated.                                                                                          |

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(A)

Country INDONESIA / JAKARTA Project No. DP/INS/86/029  
Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
EMBAGA KAWIRASASTAM INDUSTRI (LKI)

Page 2 of 2  
Period ending 31 DECEMBER 1988

| HQ<br>Req.<br>Ref.                                                                                                                                                                                              | Item<br>No. | Qty. | Unit | Description                                                                                | US Dollar<br>Equivalent | P.O./Shipping<br>Advice Ref. | Received |                        |      | Condi-<br>tion | Qty.<br>on<br>hand | Remarks       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------|------|--------------------------------------------------------------------------------------------|-------------------------|------------------------------|----------|------------------------|------|----------------|--------------------|---------------|
|                                                                                                                                                                                                                 |             |      |      |                                                                                            |                         |                              | Qty.     | M                      | Y    |                |                    |               |
| (1)                                                                                                                                                                                                             | (2)         | (3)  | (4)  | (5)                                                                                        | (6)                     | (7)                          | (8)      | (9)                    | (10) | (11)           | (12)               | (13)          |
|                                                                                                                                                                                                                 | 7           | 2    | EA   | CANON P-1421D 14-DIGITS PRINTER/DISPLAY CALCULATOR                                         | 376                     | 15-4-01200                   | 2        | 1                      | 85   | G              | 2                  |               |
|                                                                                                                                                                                                                 | 8           | 1    | EA   | AMBASSADOR MODEL 600 2MM PAPER SHREDDER                                                    | 436.-                   | - " -                        | 1        | 1                      | 85   | G              | 1                  |               |
| 04/4                                                                                                                                                                                                            | 1           | 1    | EA   | SHARP MODEL SF-760 COPIER                                                                  | 1,669.-                 | 15-4-01415                   | 1        | 1                      | 85   | G              | 1                  |               |
|                                                                                                                                                                                                                 |             | 1    | SET  | 'HIMMEL' PC-XT COLOUR COMPUTER                                                             | 4,990.-                 | MOD 19-6-5695                | 1        | 7                      | 86   | G              | 1                  |               |
|                                                                                                                                                                                                                 |             | 1    | EA   | 'BROTHER' TWINRITER - 5 DOT MATRIX/<br>DISPLAY WHEEL PRINTER COMPLETE WITH<br>TRACTOR FEED | incl                    | - " -                        | 1        | 7                      | 86   | G              | 1                  |               |
|                                                                                                                                                                                                                 |             | 1    | EA   | CUT SHEET FEEDER                                                                           | incl                    | - " -                        | 1        | 7                      | 86   | G              | 1*                 |               |
| 87/1                                                                                                                                                                                                            |             | 1    | EA   | OVERHEAD PROJECTOR ELMO AND SCREEN *                                                       | 428.-                   | LP                           | 1        | 3                      | 87   | G              | 1*                 | MOD-19-7-5632 |
| 39/2                                                                                                                                                                                                            |             | 1    | EA   | CONFAR LATEST VERSION 2.1                                                                  | 700.-                   |                              | 1        |                        |      | G              | 1                  |               |
| 89/                                                                                                                                                                                                             |             | 1    | EA   | CANON PC 70 MICROFICHE plus accessories<br>(details as per attached PO)                    | 4.000                   | 15-9-0429K                   | 1        | 6                      | 89   | G              | 1                  |               |
| <p>WE CERTIFY THAT THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT RECEIVED, LESS THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT WRITTEN-OFF, REFLECT THE PHYSICAL COUNT OF THE ITEMS ON HAND AS AT 31 DECEMBER 1988</p> |             |      |      |                                                                                            |                         |                              |          |                        |      |                |                    |               |
| UNIDO PROJECT MANAGER                                                                                                                                                                                           |             |      |      | J.C. PANIS - CTA INS/86/029                                                                |                         |                              |          | DATE FEBRUARY 28, 1989 |      |                |                    |               |
| GOVERNMENT COUNTERPART                                                                                                                                                                                          |             |      |      | F. SARTONO - DIRECTOR LKI                                                                  |                         |                              |          | DATE FEBRUARY 28, 1989 |      |                |                    |               |



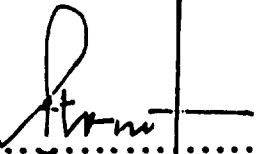
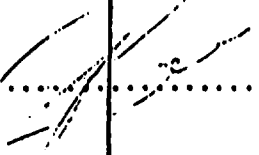
ANNEX B,C,D  
EQUIPMENT FROM PROJECTS 78/002 AND 85/037  
TO BE TRANSFERRED TO REGIONAL OFFICES OF  
MEDAN, SAMARINDA, UJUNG PANDANG

(B)

Country INDONESIA/U. PANDANG Project No. DP/INS/86/029  
Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH  
LEMBAGA KEWIRASWASTAAN INDUSTRI (LKI)

Page 1 of 1  
Period ending 31 DECEMBER 1988

NON-EXPENDABLE PROPERTY CONTROL RECORD

| HQ<br>Req.<br>Ref.    | Item<br>No. | Qty.                                                                                                                                                                                                             | Unit | Description                                                                                        | US Dollar<br>Equivalent                                                | P.O./Shipping<br>Advice Ref.                                                                                             | Received   |                                                                                                                       |      | Condi-<br>tion         | Qty.<br>on<br>hand | Remarks       |  |  |
|-----------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------|------|------------------------|--------------------|---------------|--|--|
|                       |             |                                                                                                                                                                                                                  |      |                                                                                                    |                                                                        |                                                                                                                          | Qty.       | M                                                                                                                     | Y    |                        |                    |               |  |  |
| (1)                   | (2)         | (3)                                                                                                                                                                                                              | (4)  | (5)                                                                                                | (6)                                                                    | (7)                                                                                                                      | (8)        | (9)                                                                                                                   | (10) | (11)                   | (12)               | (13)          |  |  |
| 84/3                  | 1           | 1                                                                                                                                                                                                                | EA   | VEHICLES : SUZUKI SUPER JIMNY (JEEP)<br>CHASIS NO. 113423 ,ENGINE NO. 552809<br>REG NO. B-75050-58 | 9,852                                                                  | LP                                                                                                                       | 1          | 12                                                                                                                    | 82   | F                      | 1                  | MOD 19-2-4577 |  |  |
|                       |             | 1                                                                                                                                                                                                                | EA   | IBM TYPEWRITER                                                                                     | 1,541.5                                                                | LP                                                                                                                       | 1          | 12                                                                                                                    | 82   | G                      | 1                  | MOD 19-2-4577 |  |  |
|                       |             | 1                                                                                                                                                                                                                | EA   | IBM 6705 SELECTRIC III TYPEWRITER,<br>ENGLISH KEYBOARD 15,5"<br>CARRIAGE.                          | 787.75                                                                 | 15-4-01200                                                                                                               | 1          | 1                                                                                                                     | 85   | G                      | 1                  |               |  |  |
|                       |             | 6                                                                                                                                                                                                                | 1    | EA                                                                                                 | REMINGTON 150 MANUAL TYPEWRITER WITH 15"<br>CARRIAGE, ENGLISH KEYBOARD | 297,66                                                                                                                   | 15-4-01200 | 1                                                                                                                     | 1    | 85                     | G                  | 1             |  |  |
|                       |             | 7                                                                                                                                                                                                                | 1    | EA                                                                                                 | CANON P-1421 D 14 DIGITS<br>PRINTER/DISPLAY CALCULATOR                 | 188                                                                                                                      | 15-4-01200 | 1                                                                                                                     | 1    | 85                     | G                  | 1             |  |  |
|                       |             | <p>WE CERTIFY THAT THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT RECEIVED, LESS THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT WRITTEN-OFF, REFLECT THE PHYSICAL COUNT OF THE ITEMS ON HAND AS AT 31 DECEMBER 1988.</p> |      |                                                                                                    |                                                                        |                                                                                                                          |            |                                                                                                                       |      |                        |                    |               |  |  |
|                       |             | GOVERNMENT COUNTERPART                                                                                                                                                                                           |      |                                                                                                    |                                                                        |                                                                                                                          |            | <p>F. SARTONO - DIRECTOR LKI</p>  |      | DATE FEBRUARY 28, 1989 |                    |               |  |  |
| UNIDO PROJECT MANAGER |             |                                                                                                                                                                                                                  |      |                                                                                                    |                                                                        | <p>J.C. PANIS - CTA INS/86/029</p>  |            | DATE FEBRUARY 28, 1989                                                                                                |      |                        |                    |               |  |  |

(C)

 Country INDONESIA /MEDAN Project No. DP/INS, 6/029

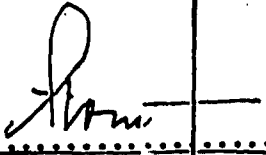
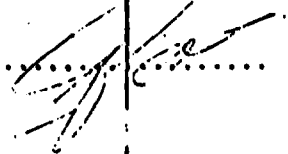
 Page 1 of 1

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

 Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH LEMRAGA KEWIRASMASTAN INDUSTRI (LKI)

 Period ending 31 DECEMBER 1988

NON-EXPENDABLE PROPERTY CONTROL RECORD

| NO<br>Req.<br>Ref.                                                                                                                                                                                               | Item<br>No. | Qty. | Unit | Description                                                                                          | US Dollar<br>Equivalent | P.O./Shipping<br>Advice Ref.                                                                                                           | Received                  |     |      | Condi-<br>tion | Qty.<br>on<br>hand | Remarks       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------|------|------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----|------|----------------|--------------------|---------------|
|                                                                                                                                                                                                                  |             |      |      |                                                                                                      |                         |                                                                                                                                        | Qty.                      | M   | Y    |                |                    |               |
| (1)                                                                                                                                                                                                              | (2)         | (3)  | (4)  | (5)                                                                                                  | (6)                     | (7)                                                                                                                                    | (8)                       | (9) | (10) | (11)           | (12)               | (13)          |
|                                                                                                                                                                                                                  |             | 1    | EA   | VEHICLES : SUZUKI SUPER JIMNY (JEEP)<br>CHASSIS NO. 113418 , ENGINE NO. 552777<br>REG NO. B-76303-58 | 9,852.00                | LP                                                                                                                                     | 1                         | 12  | 82   | F              | 1                  | MOD 19-2-4577 |
|                                                                                                                                                                                                                  |             | 1    | EA   | IBM TYPEWRITER                                                                                       | 1,541.50                | LP                                                                                                                                     | 1                         | 12  | 82   | F              | 1                  | MOD 19-2-4577 |
| 84/3                                                                                                                                                                                                             | 1           | 1    | EA   | IBM 6705 SELECTRIC III TYPEWRITER,<br>ENGLISH KEYBOARD 15,5"<br>CARRIAGE                             | 787.75                  | 15-4-01200                                                                                                                             | 1                         | 1   | 85   | F              | 1                  |               |
|                                                                                                                                                                                                                  | 6           | 1    | EA   | REMINGTON 150 MANUAL TYPEWRITER WITH 15"<br>CARRIAGE ENGLISH KEYBOARD                                | 297,66                  | 15-4-01200                                                                                                                             | 1                         | 1   | 85   | F              | 1                  |               |
|                                                                                                                                                                                                                  | 7           | 1    | EA   | CANON P-1421 D 14 DIGITS<br>INTER/DISPLAY CALCULATOR                                                 | 188                     | 15-4-01200                                                                                                                             | 1                         | 1   | 85   | G              | 1                  |               |
| <p>WE CERTIFY THAT THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT RECEIVED, LESS THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT WRITTEN-OFF, REFLECT THE PHYSICAL COUNT OF THE ITEMS ON HAND AS AT 31 DECEMBER 1988.</p> |             |      |      |                                                                                                      |                         |                                                                                                                                        |                           |     |      |                |                    |               |
| GOVERNMENT COUNTERPART                                                                                                                                                                                           |             |      |      |                                                                                                      |                         | <p>..... F. SARTONO .. DIRECTOR. LKI. ....</p>     | DATE .. FEBRUARY 28, 1989 |     |      |                |                    |               |
| UNIDO PROJECT MANAGER                                                                                                                                                                                            |             |      |      |                                                                                                      |                         | <p>..... J.C. PANIS .. CTA. INS/86/029 .....</p>  | DATE .. FEBRUARY 28, 1989 |     |      |                |                    |               |

(D)

Country INDONESIA/SAMARINDA Project No. DP/INS/86/029 Page 1 of 1

Project Title INDUSTRIAL ENTREPRENEURSHIP DEVELOPMENT THROUGH LEMBAGA KEWIRASASTAAN INDUSTRI (LKI) Period ending 31 DECEMBER 1988

NON-EXPENDABLE PROPERTY CONTROL RECORD

| HQ<br>Req.<br>Ref.                                             | Item<br>No. | Qty.                                                                                                                                                                                                             | Unit | Description                                                                                        | US Dollar<br>Equivalent                                                | P.O./Shipping<br>Advice Ref.  | Received   |                               |      | Condi-<br>tion | Qty.<br>on<br>hand | Remarks       |  |  |
|----------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------|------------|-------------------------------|------|----------------|--------------------|---------------|--|--|
|                                                                |             |                                                                                                                                                                                                                  |      |                                                                                                    |                                                                        |                               | Qty.       | M                             | Y    |                |                    |               |  |  |
| (1)                                                            | (2)         | (3)                                                                                                                                                                                                              | (4)  | (5)                                                                                                | (6)                                                                    | (7)                           | (8)        | (9)                           | (10) | (11)           | (12)               | (13)          |  |  |
| 84/3                                                           | 1           | 1                                                                                                                                                                                                                | EA   | VEHICLES : SUZUKI SUPER JIMNY (JEEP)<br>CHASSIS NO.113420 ,ENGINE NO. 552784<br>REG NO. B-76302-58 | 9,852.00                                                               | LP                            | 1          | 12                            | 82   | G              | 1                  | MOD 19-2-4577 |  |  |
|                                                                |             | 1                                                                                                                                                                                                                | EA   | IBM TYPEWRITER                                                                                     | 1,541.5                                                                | LP                            | 1          | 12                            | 82   | G              | 1                  | MOD 19-2-4577 |  |  |
|                                                                |             | 1                                                                                                                                                                                                                | EA   | IBM 6705 SELECTRIC III TYPE WRITER,<br>ENGLISH KEYBOARD 15,5"<br>CARRIAGE                          | 787.75                                                                 | 15-4-01200                    | 1          | 1                             | 85   | G              | 1                  |               |  |  |
|                                                                |             | 6                                                                                                                                                                                                                | 1    | EA                                                                                                 | REMINGTON 150 MANUAL TYPEWRITER WITH 15"<br>CARRIAGE, ENGLISH KEYBOARD | 297,66                        | 15-4-01200 | 1                             | 1    | 85             | G                  | 1             |  |  |
|                                                                |             | 7                                                                                                                                                                                                                | 1    | EA                                                                                                 | CANON P-1421 D 14 DIGITS<br>PRINTER/DISPLAY CALCULATOR                 | 188                           | 15-4-01200 | 1                             | 1    | 85             | L                  |               |  |  |
|                                                                |             | <p>WE CERTIFY THAT THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT RECEIVED, LESS THE QUANTITIES OF NON-EXPENDABLE EQUIPMENT WRITTEN-OFF, REFLECT THE PHYSICAL COUNT OF THE ITEMS ON HAND AS AT 31 DECEMBER 1988.</p> |      |                                                                                                    |                                                                        |                               |            |                               |      |                |                    |               |  |  |
|                                                                |             | <p>GOVERNMENT COUNTERPART ..... F. SARTONO - DIRECTOR LKI</p>                                                                                                                                                    |      |                                                                                                    |                                                                        |                               |            | <p>DATE FEBRUARY 28, 1989</p> |      |                |                    |               |  |  |
| <p>UNIDO PROJECT MANAGER ..... J.C. PANIS - CTA INS/86/029</p> |             |                                                                                                                                                                                                                  |      |                                                                                                    |                                                                        | <p>DATE FEBRUARY 28, 1989</p> |            |                               |      |                |                    |               |  |  |

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**CASE REPORT AND RECOMMENDATION**

*(Please read instructions on reverse side)*

**FIRST PART TO BE COMPLETED BY ORIGINATING OFFICE**

1. Originating Office LEMBAGA KEWIRASWASTAAN INDUSTRY - JAKARTA OFFICE

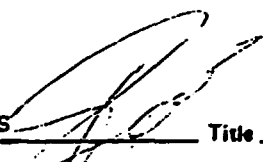
2. Field Projects: No. DP/INS/86/029 Ongoing  To be completed \_\_\_\_\_ Completed [ \_\_\_\_\_ ]

| 3. Quantity | 4. Description                                | 5. Identification | 6. Year of purchase | 7. Unit value<br>(date) | 8. Total value   |
|-------------|-----------------------------------------------|-------------------|---------------------|-------------------------|------------------|
| <u>1 EA</u> | <u>VEHICLE: HOLDEN TORANA SEDAN</u>           |                   | <u>1975</u>         | <u>US\$5,542</u>        | <u>US\$5,542</u> |
|             | <u>SL 1975, CHASSIS NO. IJDT 751514,</u>      |                   |                     |                         |                  |
|             | <u>ENGINE NO. 2811930, REG NO. B-76254-58</u> |                   |                     |                         |                  |
|             |                                               |                   |                     |                         |                  |
|             |                                               |                   |                     |                         |                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>9. Nature of survey case</p> <p><input checked="" type="checkbox"/> Wear</p> <p><input type="checkbox"/> Scheduled replacement</p> <p><input type="checkbox"/> Surplus</p> <p><input type="checkbox"/> Loss</p> <p><input type="checkbox"/> Damage</p> <p><input type="checkbox"/> Theft</p> <p><input type="checkbox"/> Vehicle accident</p> <p><input type="checkbox"/> Inventory discrepancy</p> <p><input type="checkbox"/> Other (specify)</p> | <p>10. Recommended disposition</p> <p>(a) Repair: Estimated cost \$ _____</p> <p>or</p> <p>(b) Disposal by:</p> <p><input type="checkbox"/> Transfer</p> <p><input type="checkbox"/> Destruction</p> <p><input type="checkbox"/> Re-use of parts</p> <p><input type="checkbox"/> Discard</p> <p><input checked="" type="checkbox"/> Sale (estimated value) \$ _____</p> <p><input type="checkbox"/> Trade-in (est. value) \$ _____</p> <p><input type="checkbox"/> Other (specify)</p> | <p>11. Recommended financial responsibility</p> <p><input checked="" type="checkbox"/> UNIDO</p> <p><input type="checkbox"/> United Nations</p> <p><input type="checkbox"/> Staff member</p> <p><input type="checkbox"/> Other (specify)</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

12. Summary

ABOVEMENTIONED PROPERTY IS WORN OUT AND BEYOND REPAIR,  
(CAR BUILT IN 1975) AND BROKEN DOWN SINCE ONE YEAR.

Requesting Officer J.C. PANIS  Title CTA-INS/86/029 Date FEB. 28. 89

**SECOND PART TO BE COMPLETED BY PSB**

**RECOMMENDATION**

\_\_\_\_\_  
Secretary, Property Survey Board

APPROVED BY

\_\_\_\_\_  
Director of Administration

PSB approval notified to \_\_\_\_\_ for transmittal to Originating Office \_\_\_\_\_ Date \_\_\_\_\_

## GUIDELINES FOR COMPLETING CASE REPORT \*

### ORIGINATING OFFICE:

#### Please note:

- (a) More than one item of property may be listed on the same form only when the nature of the survey case, the recommended disposition and the recommended financial responsibility are the same for all items.
- (b) If space is insufficient in any section of the form, submit the required information as an annex attached to each copy of the form.
- (c) Any other attachments, such as police reports and statements of witnesses, may be submitted in original only, provided they are in English or French. Documents in other languages must be accompanied by a translation.
- (d) Where information requested is not applicable, insert N/A.

1. **ORIGINATING OFFICE:** Specify organization, unit and location.
2. **FIELD PROJECTS:** Fill in requested information. If recommendation concerns project vehicles please note that vehicles purchased for the local transportation requirements of project staff (expert component) should normally, when no longer required by the project, be transferred to another project in the area, or sold, and the proceeds credited to the project. When it is recommended that local transport vehicles be handed over to the Government, confirmation must be provided in the justification, (1) that the vehicle is essential to government continuation of the project; and (2) that no project in the area has need for this vehicle.
3. **QUANTITY:** Indicate the number of items for disposition in each descriptive category.
4. **DESCRIPTION:** Give short description of the property (e.g. "typewriter: Remington Model 543A"; "desk, executive, wood"; "automobile, Renault 16TL").
5. **IDENTIFICATION:** List manufacturer's serial number (for vehicles, the chassis number). If none, list identification number used in United Nations records, if such exists.
6. **YEAR OF PURCHASE:** Indicate year property was purchased (i.e. received from vendor).
7. **UNIT VALUE:** If quantity is more than one, indicate unit cost at time of purchase, as shown in inventory records.
8. **TOTAL VALUE:** Indicate total cost at time of purchase of the full quantity listed under Item 3, as shown in inventory records.
9. **NATURE OF SURVEY CASE:** Check appropriate box and elaborate as necessary under Section 12.
10. **RECOMMENDED DISPOSITION:**
  - (a) **REPAIR:** Give estimated cost of repair.
  - (b) **DISPOSAL:** Check appropriate box and include information as required. **DESTRUCTION** is limited to materials or property of a special nature such as postage stamps, flags, ammunitions, coding machines etc., the disposal of which necessitates their physical destruction. **DISCARD** is used for materials which can be thrown away. **NOTE:** For Destruction, Discard or Transfer, full justification must be given in Section 12.
11. **RECOMMENDED FINANCIAL RESPONSIBILITY:** Check appropriate box to indicate who should bear the

financial responsibility (except in cases of war, scheduled replacement or surplus). Additionally, in Section 12, explain reason for recommendation.

12. **SUMMARY OF CASES:** Describe circumstances and, if applicable, give a summary of investigation as detailed below. Elaborate the recommendation to the extent necessary for complete clarity.

**For VEHICLE ACCIDENT CASES:** Specify the purpose of the journey; indicating clearly whether or not it was for official business. Provide full details of the circumstances surrounding the accident (e.g. weather and road conditions, driver's physical condition, condition of equipment etc.) and summarize the salient points made by persons, witnesses and investigators involved. Also attach signed statements of persons involved, signed statements of witnesses and police report, when available. Make recommendation as to fault and as to any financial assessment which should be made against a staff member or other party. In addition, the rationale underlying this recommendation should be presented.

**For LOSS, THEFT or DAMAGE CASES:** Provide full details in the case, summarizing the salient points made by persons, witnesses and investigators involved and indicating who was responsible, whether there was negligence and what effort was made to recover the lost or stolen property. Where applicable and available attach police report, signed statements of persons and any witnesses involved, United Nations Security Report etc. Make recommendation as to fault and as to any financial assessment which should be made against a staff member or other party. In addition, the rationale underlying this recommendation should be presented.

**For WEAR, SURPLUS, REPLACEMENT, INVENTORY DISCREPANCY or OTHER CASES:** Give a brief explanation to substantiate the recommendation for disposal. Where item is for SALE, state who will pay customs duties, if any.

**ORIGINATING OFFICES:** Requesting Official should date, sign and forward completed form and attachments, in original and one copy to the UNIDO Property Survey Board through the Chief of UNIDO Inventory Control Unit in respect of Vienna headquarters and through the Head of UNIDO Purchase and Contract Service in respect of all field projects executed by UNIDO. In the case of field projects executed by United Nations Organizations and Units, the forms may be sent directly to the Secretary of the UNIDO Property Survey Board.

\* These guidelines also refer to all other following case reports and recommendations.



CASE REPORT AND RECOMMENDATION

(Please read instructions on reverse side)

FIRST PART TO BE COMPLETED BY ORIGINATING OFFICE

1. Originating Office LEMBAGA KEWIRASWASTAAN INDUSTRI - SAMARINDA REGIONAL OFFICE

2. Field Projects: No. DP/INS/86/029 Ongoing  To be completed \_\_\_\_\_ Completed

| 3. Quantity | 4. Description                                          | 5. Identification                       | 6. Year of purchase | 7. Unit value<br>(base) | 8. Total value |
|-------------|---------------------------------------------------------|-----------------------------------------|---------------------|-------------------------|----------------|
| 1 EA        | CANON P-1421 D 14 DIGITS PRINTER/<br>DISPLAY CALCULATOR | (PO/Shipping<br>advice Ref.15-4-01200). | 1985                | US\$ 188                | US\$ 188       |
|             |                                                         |                                         |                     |                         |                |
|             |                                                         |                                         |                     |                         |                |
|             |                                                         |                                         |                     |                         |                |

9. Nature of survey case

- Wear
- Scheduled replacement
- Surplus
- Loss
- Damage
- Theft
- Vehicle accident
- Inventory discrepancy
- Other (specify)

10. Recommended disposition

- (a) Repair: Estimated cost \$ \_\_\_\_\_
- or
- (b) Disposal by:
  - Transfer
  - Destruction
  - Re-use of parts
  - Discard
  - Sale (estimated value) \$ \_\_\_\_\_
  - Trade-in (est. value) \$ \_\_\_\_\_
  - Other (specify)

11. Recommended financial responsibility

- UNIDO
- United Nations
- Staff member
- Other (specify)

12. Summary

During the CTA's mission to Samarinda on 22 February 1989, Mr. Herman (Head of KANWIL - Department of Industry, Regional office Samarinda), declared that the abovementioned property was never received and should be considered as lost.

Requesting Officer J.C. Panis  Title CTA-INS/86/029 Date Feb. 28. 1989

SECOND PART TO BE COMPLETED BY PSB

RECOMMENDATION

\_\_\_\_\_  
Secretary, Property Survey Board

APPROVED BY

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director of Administration

PSB approval notified to \_\_\_\_\_ for transmittal to Originating Office \_\_\_\_\_

\_\_\_\_\_  
Date

LIST OF PROPERTY IN REGIONAL OFFICES

TO BE TRANSFERRED

TO GOVERNMENT





**CASE REPORT AND RECOMMENDATION**

*(Please read instructions on reverse side)*

**FIRST PART TO BE COMPLETED BY ORIGINATING OFFICE**

1. Originating Office LEMBAGA KEWIRASWASTAAN INDUSTRI - REGIONAL OFFICES (MEDAN, SAMARINDA, U.PANDAN

2. Field Projects: No. INS/86/029 Ongoing  To be completed \_\_\_\_\_ Completed [ \_\_\_\_\_ ]

| 3. Quantity | 4. Description     | 5. Identification                                     | 6. Year of purchase | 7. Unit value<br>(date) | 8. Total value |
|-------------|--------------------|-------------------------------------------------------|---------------------|-------------------------|----------------|
| 3 EA        | VEHICLES: SUZUKI   | CHASSIS NOS: 113423,<br>113418, 113420.               | 1982                | US\$9,852.-             | US\$29,556.-   |
|             | SUPER JIMNY (JEEP) | ENGINE NOS :552809,<br>552777, 552784.                |                     |                         |                |
|             |                    | REG.NOS: B-75050-58,<br>B-76303-58 and<br>B-76302-58. |                     |                         |                |

9. Nature of survey case

- Wear
- Scheduled replacement
- Surplus
- Loss
- Damage
- Theft
- Vehicle accident
- Inventory discrepancy
- Other (specify)

10. Recommended disposition

- (a) Repair: Estimated cost \$ \_\_\_\_\_
- or
- (b) Disposal by:
  - Transfer
  - Destruction
  - Re-use of parts
  - Discard
  - Sale (estimated value) \$ \_\_\_\_\_
  - Trade-in (est. value) \$ \_\_\_\_\_
  - Other (specify)

11. Recommended financial responsibility

- UNIDO
- United Nations
- Staff member
- Other (specify)

12. Summary

THOUGH THE REGIONAL OFFICES OF MEDAN, SAMARINDA AND UJUNG PANDANG ARE NO LONGER OPERATED AND CONTROLLED BY THE HEAD OFFICE IN JAKARTA, THESE OFFICES STILL CO-OPERATE WITH THE PROJECT AND THEREFORE STILL NEED THE EQUIPMENT PROVIDED TO ENSURE SMOOTH CONTINUATION OF THE PROJECT.

Requesting Officer J. C. PANIS  Title CTA-INS/86/029 Date FEB.28.1989

**SECOND PART TO BE COMPLETED BY PSB**

**RECOMMENDATION**

\_\_\_\_\_  
Secretary, Property Survey Board

APPROVED BY

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director of Administration

PSB approval notified to \_\_\_\_\_ for transmittal to Originating Office \_\_\_\_\_ Date \_\_\_\_\_



**CASE REPORT AND RECOMMENDATION**

*(Please read instructions on reverse side)*

**FIRST PART TO BE COMPLETED BY ORIGINATING OFFICE**

1. Originating Office LEMBAGA KEWIRASWASTAAN INDUSTRI-REGIONAL OFFICES (MEDAN, SAMARINDA, U. PANDANG)

2. Field Projects: No. INS/86/029 Ongoing  To be completed \_\_\_\_\_ Completed [ \_\_\_\_\_ ]

| 3. Quantity | 4. Description            | 5. Identification    | 6. Year of purchase | 7. Unit value<br><small>(cost)</small> | 8. Total value      |
|-------------|---------------------------|----------------------|---------------------|----------------------------------------|---------------------|
| <u>3 EA</u> | <u>IBM TYPEWRITERS</u>    | <u>MOD 19-2-4577</u> | <u>1982</u>         | <u>US\$1,541.5</u>                     | <u>US\$4,624.5</u>  |
| <u>3 EA</u> | <u>IBM 6705 SELECTRIC</u> | <u>15-4-01200</u>    | <u>1985</u>         | <u>US\$ 787.75</u>                     | <u>US\$2,363.25</u> |
|             | <u>III TYPEWRITERS</u>    |                      |                     |                                        |                     |
|             | <u>ENGLISH KEYBOARD</u>   |                      |                     |                                        |                     |
|             | <u>15,5" CARRIAGE</u>     |                      |                     |                                        |                     |

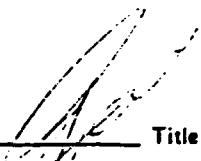
9. Nature of survey case
- Wear
  - Scheduled replacement
  - Surplus
  - Loss
  - Damage
  - Theft
  - Vehicle accident
  - Inventory discrepancy
  - Other (specify)

10. Recommended disposition
- (a) Repair: Estimated cost \$ \_\_\_\_\_  
or
- (b) Disposal by:
- Transfer
  - Destruction
  - Re-use of parts
  - Discard
  - Sale (estimated value) \$ \_\_\_\_\_
  - Trade-in (est. value) \$ \_\_\_\_\_
  - Other (specify)

11. Recommended financial responsibility
- UNIDO
  - United Nations
  - Staff member
  - Other (specify)

**12. Summary**

THOUGH THE REGIONAL OFFICES OF MEDAN, SAMARINDA AND UJUNG PANDANG ARE NO LONGER OPERATED AND CONTROLLED BY THE HEAD OFFICE IN JAKARTA, THESE OFFICES STILL CO-OPERATE WITH THE PROJECT AND THEREFORE STILL NEED THE EQUIPMENT PROVIDED TO ENSURE SMOOTH CONTINUATION OF THE PROJECT.

Requesting Officer J. C. PANIS  Title CTA - INS/86/029 Date FEB.28.1989

**SECOND PART TO BE COMPLETED BY PSB**

**RECOMMENDATION**

\_\_\_\_\_  
Secretary, Property Survey Board

APPROVED BY \_\_\_\_\_  
\_\_\_\_\_  
Date \_\_\_\_\_ Director of Administration

PSB approval notified to \_\_\_\_\_ for transmittal to Originating Office \_\_\_\_\_ Date \_\_\_\_\_



**CASE REPORT AND RECOMMENDATION**

*(Please read instructions on reverse side)*

**FIRST PART TO BE COMPLETED BY ORIGINATING OFFICE**

1. Originating Office LEMBAGA KEWIRASWASTAAN INDUSTRI-REGIONAL OFFICES (MEDAN, SAMARINDA, U. PANDANG)

2. Field Projects: No. DP/INS/86/029 Ongoing  To be completed  Completed

| 3. Quantity | 4. Description                                                                | 5. Identification | 6. Year of purchase | 7. Unit value<br><small>(base)</small> | 8. Total value |
|-------------|-------------------------------------------------------------------------------|-------------------|---------------------|----------------------------------------|----------------|
| 3 EA        | REMINGTON 150 MANUAL<br>TYPEWRITERS WITH 15"<br>CARRIAGE, ENGLISH<br>KEYBOARD | 15-4-01200        | 1985                | US\$297.66                             | US\$892.98     |
| 3 EA        | CANON P-1421 D 14<br>DIGITS PRINTER/<br>DISPLAY CALCULATORS                   | 15-4-01200        | 1985                | US\$188                                | US\$564        |

9. Nature of survey case

- Wear
- Scheduled replacement
- Surplus
- Loss
- Damage
- Theft
- Vehicle accident
- Inventory discrepancy
- Other (specify)

10. Recommended disposition

- (a) Repair: Estimated cost \$
- or
- (b) Disposal by:
  - Transfer
  - Destruction
  - Re-use of parts
  - Discard
  - Sale (estimated value) \$
  - Trade-in (est. value) \$
  - Other (specify)

11. Recommended financial responsibility

- UNIDO
- United Nations
- Staff member
- Other (specify)

12. Summary

THOUGH THE REGIONAL OFFICES OF MEDAN, SAMARINDA AND UJUNG PANDANG ARE NO LONGER OPERATED AND CONTROLLED BY THE HEAD OFFICE IN JAKARTA, THESE OFFICES STILL CO-OPERATE WITH THE PROJECT AND THEREFORE STILL NEED THE EQUIPMENT PROVIDED TO ENSURE SMOOTH CONTINUATION OF THE PROJECT.

Requesting Officer J.C. PANIS  Title CTA-INS/86/029 Date FEB. 28. 89

**SECOND PART TO BE COMPLETED BY PSB**

**RECOMMENDATION**

\_\_\_\_\_  
Secretary, Property Survey Board

APPROVED BY

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director of Administration

PSB approval notified to \_\_\_\_\_ for transmittal to Originating Office \_\_\_\_\_ Date \_\_\_\_\_

## ANNEX IX

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LIST OF BOOKS & PUBLICATIONS  
PURCHASED/SUBSCRIBED BY PROJECT INS/86/029

Page 1/1

| DATE     | DESCRIPTION                                                                                         | US\$   |
|----------|-----------------------------------------------------------------------------------------------------|--------|
| 16/6/88  | Subscription of "THE ECONOMIST SPECIAL OFFER"<br>24/6/88-17/6/89                                    | 70.83  |
| 22/7/88  | Subscription of "INDONESIA COMMERCIAL NEWS-<br>LETTER"                                              | 111.77 |
| 30/7/88  | Subscription of "BUSINESS NEWS" for July 88                                                         | 17.75  |
| 26/8/88  | Subscription of "BUSINESS NEWS"<br>from September to December 88                                    | 71.01  |
| 31/8/88  | Subscription of "BUSINESS NEWS" for August 88                                                       | 17.75  |
| 22/11/88 | Subscription of "FOREIGN SCIENCE MAGAZINE"<br>for DATA BANK                                         | 22.96  |
| 01/2/89  | STATISTIC OF EXPORT - 1987                                                                          | 17.40  |
| 20/3/89  | Reference Book - STATISTIC OF SOUTH SUMATRA                                                         | 15.95  |
| 24/3/89  | Reference Book - STATISTIC OF NORTH SUMATRA                                                         | 13.42  |
| 24/4/89  | DIRECTORY OF AUSTRALIAN MINING &<br>INDUSTRIAL EQUIPMENT & SERVICES, 1989                           | 2.86   |
| 11/5/89  | MACROTHESAURUS                                                                                      | 30,00  |
| 25/5/89  | Subscription of INDONESIA COMMERCIAL<br>NEWSLETTER (ICN) Edition No.25 to 48<br>April 89 - March 90 | 125.79 |
| 26/5/89  | EIU (The Economist Intelligence Unit) -<br>INDONESIA TO 1991, Can Momentum Be Regained              | 200.00 |
| 21/6/89  | Subscription of "THE ECONOMIST SPECIAL OFFER"<br>24/6/89 - 17/6/90                                  | 69.47  |

# The Jakarta Post

FRIEDAY, AUGUST 25, 1989

## Development dichotomy

Businessman members of the Golkar organization concluded after a three-day workshop on Indonesia's economic situation early this week that the wide gap in the stage of development between Java and the outer islands is one of the main shortcomings of the country's economic development. Even though the conclusion is by no means new, the blunt reiteration of the bitter fact shows that the issue has not simply been accepted as an unavoidable phenomenon, given the concentration of most of the population on Java island.

It is indeed ironic that the outer islands which account for the bulk of Indonesia's foreign exchange earnings (from oil, gas, fish, plantation commodities and wood) are lagging far behind Java with regard to the development of economic infrastructures. To a certain extent, it has been quite sensible for the government to pay more attention to the most populous island. But the high speed operations of the "development engine" in Java have lured away many talented and entrepreneurially-oriented people from the outer islands, thereby causing those areas to lose their brightest sons and daughters, who are actually needed to spearhead the development of their areas.

The government has in fact introduced several policies designed specially to stimulate economic activities outside Java. Before 1984, for example, investment projects located on the outer islands were granted tax holiday facilities of up to six years (but the tax incentive was abolished in 1984 by the next tax laws). However, those policies have not been very effective due to inadequate infrastructures outside Java and the centralization of licensing administration in Jakarta, and because most industrial enterprises built before the early 1980s were oriented heavily to the domestic market and therefore preferred to locate their plants in Java where most of the consumers are concentrated.

The series of deregulatory measures and bureaucratic reforms launched since 1985 should actually make the prospects of economic development on the outer islands much more promising. Moreover, since quite a number of new investment projects are oriented to the export market, the disadvantage of the low population density on the outer islands should now become

less prohibitive to industrial operations. But the impact of the reform measures on the stimulation of economic development outside Java has not been as positive as expected.

To make those reform measures more effective in invigorating economic activities on the outer islands, notably Sumatra, Kalimantan, Sulawesi, Irian Jaya and several islands in the Moluccas, the government apparently needs to take bolder initiatives regarding the construction of basic infrastructures and the decentralization of the licensing and administrative system. Despite the severely limited financing capability of the government, a rearranging of spending priorities would likely still be able to increase the pace of infrastructure development outside Java.

However, both the reform measures and accelerated development of infrastructures could become truly effective only if they are supplemented by decentralization of the licensing and administrative system. The centralized system has not only discouraged companies from setting up businesses outside Java but also forced the ones based on the outer islands to establish offices in Jakarta or to spend a considerable amount of money on business travel to the capital city, thereby increasing their overhead costs.

We acknowledge that the required decentralization involves a delicate process and should be conducted gradually because it necessitates the sharing of power between the different levels of government and may also cause conflicts of interests between the Ministry of Home Affairs which oversees the local governments and the other ministries which operate offices in the provinces. Of more importance, though, is that the process should be managed in a consistent manner through concrete measures to improve the institutional capability of the local governments and to restructure the financial balance between the central and local (provincial) governments. Consistency is reemphasized here because the various ministries still have a tendency to strengthen their provincial offices even though President Soeharto clearly stated in his National Day Address on Aug. 16, 1988 that decentralization is one of the major tasks for the coming years.

THE JAKARTA POST

THURSDAY, SEPTEMBER 21, 1989

## Local consulting industry is developing well: Afiff

JAKARTA (JP) — The development of the domestic consulting industry has gone forward steadily over the last few years, Minister of National Planning/Chairman of the National Planning Board (Bappenas) Saleh Afiff said here yesterday.

The steady growth is reflected by the many local consulting companies already capable of preparing feasibility studies for large-scale projects financed partly by both bilateral and multilateral aid funds, he said at a hearing with members of the House of Representatives (DPR) budget commission.

Afiff attributed the steadily increasing growth of the domestic consulting industry to the strong position of Indonesia against donor countries in its determination to

make its own decisions regarding development projects.

"Indonesia decides by itself the technical details for the implementation of development projects to be financed by foreign loans," he said.

During the annual meetings of the Inter-Governmental Group on Indonesia (IGGI), donor countries or international financial institutions are asked to choose projects they will finance from a list prepared by Bappenas, he said.

For projects which have not yet had feasibility studies done but are chosen by donor countries or financial institutions, the government will invite through competitive bids both foreign and local consulting firms to help prepare the projects, he said.

The government, however, can also offer the projects only to local consulting firms if the participation of foreign companies is considered unnecessary, he noted.

He acknowledged that there are several small donor countries which frequently prefer to use their own consultants to handle projects they assist.

However, Indonesia will turn down such a request as long as the local consulting firms are capable of handling those projects, he said.

Afiff further said that the government intends to be consistent in repaying its foreign loans in an effort to maintain its credibility.

Foreign aid is still badly needed to finance the economic development in the country, he added.

## HISTORY OF THE PROJECT

=====

"This project has had a difficult history, both in the form of its direct predecessor, DP/INS/85/037, and the indirect forerunner, DP/INS/78/002". Thus start the general comments and suggestions made by the UNIDO Evaluation Staff on the CTA Project Performance Evaluation Report (PPER) dated 15 May 1989, from which is quoted that "the project cannot be expected to make any significant contribution unless the Government removes any uncertainty about the continuity and strengthening of LKI activities." As rightly stressed by ODG/EVAL, "Government budgetary allocation problems have plagued this project, as well as its predecessor phase".

### A. PROJECT DP/INS/78/002

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In his terminal report dated 31 October 1985, the CTA was proud to mention that "despite the absence of a suitable permanent counterpart structure with which to link the project, there now exists a national talent bank of 7 Senior staff, 1 intermediate staff and 8 trainees who under continuing guidance will become valuable assets in any future counterpart organization...." In the utilization of project results the CTA considers as "an important resource" (and the result of the project) "the group of national staff who have been trained to the point where they will be able to make valuable contribution, under continuing UNIDO guidance and advice, to the project objectives." In his summary of the factors affecting effective utilization of results he refers to the need to establish a "suitable counterpart organization.. staffed by competent and well motivated national staff...." and concludes "bearing all these elements in mind it can be seen that 3 - 4 years is a short time in which to see some clear impact of the project."

Again, the report conclusions put forward that "the poor quality of national staff, their inexperience in carrying out studies and reporting on them led to the need to prepare and conduct a number of specially designed training programmes to accelerate their development...."

Then, among many others, are mentioned "the budgetary problems with government - and reluctance of UNDP to meet shortfalls "though it is appreciated afterwards that "UNDP

providing funds when the government budget was exhausted was of great assistance to the project".

Worth quoting (because also relevant to project DP/INS/86/029) "the fact that this project terminates on 31 December 1985 while personnel on government budget, in all offices, continue until 31 March 1986, makes for a confusing situation, as no international experts are available to guide national staff and the latter are not ready to act in complete independence."

The recommendations "take into account the present project as an entity in its own right, terminating on 31 December 1985, and its successor project which will commence sometime in 1986 and will run for 3 years."

"In view of the problems resulting from shortfalls in the government budget, and UNDP's reluctance to meet these, it is recommended that..... agreement is reached prior to the next phase, clearly establishing the basis on which UNDP would be prepared to supplement the government budget when this becomes necessary."

"In view of the problems encountered as a result of inaction by government providing a suitable permanent counterpart organization, it is recommended that..... a suitable institutional framework able to absorb the personnel assessed as being competent and capable for continuing the work of the project, be nominated....."

"....For the next phase, it is recommended that... most careful thought be given to the whole question of how the next phase should be introduced and managed, to the point of considering an interim organization for a period of one year to allow time for a strengthened counterpart organization to be developed.... The advantage of such an arrangement would be.... simplification of government funding, in that existing budgets would apply, and no new budgets would be sought."

The CTA's views concur with the Evaluation Mission Report dated 6 June 1985, from which, at the risk of being accused of redundancy, is deemed appropriate to quote :

1. Weaknesses pinpointed by the evaluators

"The project is attached to the Bureau of Planning in the Department of Industry and does not have a permanent status or a separate government budget. The national staff is recruited on the basis of one-year



renewable contracts. Regular government employees are not included. The project team has from the beginning worked parallel with, but not as a part of existing government structures. Institution building, i.e. the transfer of know-how to the government, can only be very limited under these circumstances."

"Persistent problems in recruitment and quality of national staff seem to be related to the fact that experienced or promising personnel cannot be attracted with only annual contracts (and virtually no job security) and the lack of career plan or institutional avenues for on-the-job advancement."

"The project has practically had a sideline status and has experienced a lack of continued back-up and support from the Department of Industry. As a consequence of emphasis on direct-support technical assistance by International expert to entrepreneurs, as well as the temporary status of the project in the Department of Industry, it appears that this current activity of entrepreneurship development would practically come to a halt without further international assistance."

"The missing link between the project and financing institution from the early stages of investment project development has caused wasted efforts and frustration."

"If significant changes are not undertaken regarding the institutional co-ordination and close linkage both on the central and regional level, particularly with development finance institutions, the progress will not be much different than in the past."

## 2. Recommendations and Guidelines for Future Action

"Future technical assistance should concentrate on establishing a permanent counterpart institution which will be able to provide the needed services over a longer period of time."

"Since regional industrial entrepreneurship development remains the immediate objective, the presence of the institution/project in the regions is essential."

"From an organizational standpoint, the following criteria are important for considering the so-called anchorage of the institution :

- a. maximum degree of autonomy (or possibility for stepwise reaching of autonomy);
- b. regional representation;
- c. permanent staff of acceptable quality (motivated by career plans, on-the-job advancement possibilities, sufficient salary level);
- d. separate budget;
- e. status recognized and supported by the rest of the organization where it is anchored;
- f. possibility of establishing effective links with :
  - i) government organizations (Department of Industry, BAPPENAS, BKPM, on central and regional levels);
  - ii) Banks and financing institutions (BAPPINDO and PT. BAHANA) for example;
  - iii) entrepreneurs;
  - iv) consultants/consulting organizations."

### 3. Conclusions

"The evaluation mission considers (these) recommendations as necessary steps toward creating a viable institution worthy of financing through IPF resources. Unless the proposed recommendations dealing with institutional, organizational and personnel changes cannot be implemented in one year's time, the mission considers that the earmarked funds should then be allocated for another purpose."

### B. CREATION OF LKI

This constructive criticism led to the promulgation of the Decree of the Minister of Industry No.483/M/SK/12/1985 on 31 December 1985, come into force as of the date of its stipulation, deciding :

"to establish an Institute for Industrial Entrepreneurship (LKI), which is a Non Structural Unit within the Department of Industry, which is to assist the Minister in matters relating to development of industrial entrepreneurship in the framework of creating new industrial opportunities or new industrial enterprises...."

LKI's organization is as follows :

- a. Steering Committee
- b. Management of LKI
- c. Secretariat of LKI
- d. Research and Investigations Section
- e. Training Section
- f. Consultancy and Assistancy Section
- g. Monitoring Section
- h. Advisory Group

The LKI is headed by a Director, who is responsible for the management and the activities entrusted to LKI, and is assisted by a Deputy Director.

The Research and Investigation Section, Training Section, Consultancy and Assistancy Section and the Monitoring Section are each headed by a Section Head.

The LKI has an Advisory group consisting of experts both local as well as foreign....

In carrying out its duties, LKI will have Representative offices in the regions.

The Budget required for carrying out the duties of LKI will be provided by the Budget for Projects within the Ministry of Industry and by Technical Foreign Aid Projects, among others from UNDP/UNIDO, in the Programme for Industrial guidance and Extension Services and the Programme for Industrial Development.

C. PROJECT DP/INS/85/037

This project being the continuation of DP/INS/78/002 and the predecessor of the current project DP/INS/86/029 is at a turning point of LKI history, as can be appreciated from some excerpts from its CTA's terminal report :

"Results in terms of institution building, which was the primary function of the Project, have been attained mainly through staff training and assistance to the National Project Director in matters of organization. The results are encouraging....."

"LKI's main weakness has been, from the start, its poor access to reliable information sources.... This problem should be gradually overcome when the proposed industrial Data Bank becomes operational at LKI. Preparations to set up the Data Bank were initiated by this CTA."

"During the latter part of this CTA's assignment, when preparations were being made for a possible successor project, there was much confusion concerning the Government's intention for the future role of LKI..... The UNDP Resident Representative indicated (TPR April 87) that his organization was prepared to continue the funding of assistance to LKI, but that such assistance needed to be directed at well-defined activities for which outputs and outputs verifier could be clearly stated in a Project Document. He also re-affirmed that it was not UNDP's intention to carry on financing the employment of national expert placed on LKI's payroll as it had already been agreed, at the start of this project, that they would be taken over by LKI at the project end, i.e. as on April 1, 1987....."

"..(The drafting of LKI's five-year Development Plan) mentioned in the Project Document as a project output, was entrusted to the CTA upon his arrival.... The most important result produced by this exercise was to show that, if LKI was to grow along the recommended pattern and stay with its current objectives of helping entrepreneurs by providing them with pre-investment studies of good standing, the Institute would need many more professionals of the proper caliber. This evidently means larger financial resources and it was thought that they would be made available from sources other than the Ministry of Industry budget."

"This planning exercise came to an abrupt halt early December 86, when it was learned that LKI would have to live with a decreased budget allotment for its next fiscal year

and, more importantly, that the conclusion reached by the organization consultant were no more really in line with the Ministry of Industry own perception of the future role to be assigned to the Institute."

"Starting early May 1987, this CTA has devoted considerable time to prepare a draft Project Document for the possible continuation of UNDP/UNIDO assistance to LKI. This work was based on the project concept drafted by the SIDFA in consultation with the National Project Director. When the fourth version of this document was completed it appeared that the original project concept could no longer be used as a basis for LKI's future action because the main objectives set forth in the project concept were somehow diverging from the Government's own views concerning the role that LKI was expected to play for the Country's industrial development. It became unclear if this role was to be mainly of the promotional type (new industries) or of the technical type (restructuring of existing industrial sectors or rehabilitation of existing plants). The work on a draft Project Document was consequently suspended early July 1987 when the Government - mainly the Ministry of Industry and BAPPENAS - started a series of consultations in order to define exactly what LKI was supposed to do in the drive towards industrialization. At the time when this Final Report was written (week of 10 August 1987) there were not yet indications of the Government position."

"The STEERING COMMITTEE duties, as described in the Ministerial Decree establishing LKI, were to be of vital importance for the Institute management as they were aimed at giving directions and guidance concerning policies and priorities for LKI's activities. Because the Members of the Steering Committee represent the main sectors involved in the Country's effort towards industrial development, their deliberations should have resulted in clear-cut directives as to what to undertake first and as to how to achieve the expected results. It was also envisaged that the Steering Committee would play a significant part in obtaining the necessary means to attain LKI's objectives."

"In reality, however, this has not been so because full-meeting of the Committee did not take place often enough, with the result that guidance to management was not always reflecting the views of all parties represented at this policy-making body."

"Whatever LKI's future mission will finally be, there is a need for a more active role for the Steering Committee to make sure that the Institute progresses in the desirable direction and that its budget is commensurate with the

Government and the private sector expectations in terms of sufficiently verifiable results."

"The basic organizational structure of LKI has been determined by the same Ministerial Decree. This structure was defined to fit the long term objectives assigned to the institute. However, these objectives will probably change either in nature or in relative importance. Therefore, the existing organigramme may need to be adapted accordingly. It is the opinion of this CTA that the present organic structure fits the needs of a professional service institution preparing pre-investment studies for potential and existing entrepreneurs, although it would be more suitable for a larger organization."

"Indeed, LKI will probably remain a small institution in the foreseeable future - small in terms of number of professional staff on the Institute payroll - and the present departmentalization, with one Director and four Section Heads supervizing a total of five professional employees, is, evidently, totally inadequate and unnecessarily costly. It is nevertheless understood that people in supervisory capacities should not be removed from the organigramme and, hence, the best way of improving LKI's output, at least quantitatively, is to involve the chiefs in more direct project work, that is to say, putting them in charge of writing entire studies more so than just contributing to the preparation of certain study chapters. LKI needs all the man hours that it can get and this is probably the cheapest way to get them because they are already paid for."

"In this sense, organizational and other administrative tasks should give way to more directly productive work, i.e. the preparation of studies for private entrepreneurs."

Last but not least, the CTA concludes by saying :

"Finally because LKI can easily become a major component of the country's apparatus driving towards industrialization, this CTA wishes to stress, once again, the importance of giving the Institute the necessary means to operate and that is : professional staff of the proper qualification plus the commensurate supporting budget. Multilateral and bilateral assistance will only yield satisfactory results if enough people can be trained. Otherwise, it is to be feared that, when this type of assistance will come to an end, Indonesia will still lack most of the expertise which it needs to carry on with further industrial development."

D. PROJECT DF/INS/86/029  
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The present project document is the result of practically six months labour of the previous CTA, who had to write not less than four different versions in the hope of reconciling divergent opinions and interests. The project document was prepared in consultations with the Ministry of Industry and the SIDFA on the basis of his project concept.

As a counterpart organization, the newly established LKI was to act as an umbrella institution to host as many technical (multilateral or bilateral) assistance projects as possible based on the human resources made available through the previous UNDP/UNIDO projects 78/002 and 85/037. This supposed an existing core of seasoned national experts mustered from the past projects, but with a life of its own, constituted in an independent body able to survive on its resources "in line with the Ministry of Industry own perception of the future role to be assigned to the Institute". This, in other words, meant from the government the firm intention of supporting LKI activities with a continued budget commensurate with the experience available and what was aimed at.

In this perspective LKI was expected to live an existence of its own though supplemented by whatever assistance made available (UNDP and hopefully others...), and not the other way round.

The UNDP Resident Representative was well aware of this uncertainty when he delayed the arrival of the CTA and the starting of the project until he received from the Ministry of Industry assurance of the availability of counterpart personnel. A list of 16 professionals was submitted including the Director but excluding two professionals "seconded" by the Ministry and not made physically available to LKI as per ANNEX IA & IB.

These were :

- The Director
- One Credit Adviser
- Three section heads :
  1. Industrial Dev. Officer / Section Head
  2. Industrial Dev. Officer / Section Head
  3. Data Base Manager

- Two Industrial Officers
- Four Technical Experts
- Four Junior Experts
- One Data Base Official / Librarian

On the basis of this list, the CTA was authorized to travel and the project was officially started end November 1988.

From this staff, only four had been associated with the forerunner projects and had therefore benefitted from UNDP/UNIDO training. These are two Section Heads and two Industrial Officers. For the eleven others, this was their first exposure to a UNDP/UNIDO technical assistance project. Four years ago, there were seven senior staffs, one intermediate staff and eight trainees.....

From the four old-timers the Data Base Manager was the first to leave after the start of the project together with one Industrial Officer transferred to project INS/87/105 both on 1st January 1989).

From the remainder to be trained from scratch, on the new project, one had already left when the CTA arrived and the others dwindled away :

- 1 on January 1, 1989
- 2 on January 1, 1989, transferred to DP/INS/87/105
- 1 on February 1, 1989
- 1 on April 1, 1989
- 1 on June 1, 1989
- 1 on July 1, 1989
- 1 on July 1, 1989, to follow a training of International Marketing for Wooden Furniture in The Republic of Germany, financed by CDG.

Discrepancies between ANNEX IA + ANNEX IB LIST OF LKI NATIONAL COUNTERPART STAFFS and ANNEX IIA TURNOVER OF LKI NATIONAL COUNTERPART STAFFS, are due to the LKI Director's efforts to make up for the casualties. Here again, it may be pointed out that even some of the newly recruited personnel defected after they found out the precariousness of their position.

At the time of preparing this report, from the original list of July 1988 (ANNEX IA), only the Director, 2 Section Heads, and 2 staffs were still associated with project



DP/INS/86/029. Even these hard believers have abandoned all hope.

The reason for their leaving is obvious, they have not received their salary since 1st January 1988. All the more commendable is the loyalty of those who remained at their posts and who should be duly compensated.

The counterpart personnel budget allocated (but only disbursed for 1988) covered the period of January 1988 to March 1989 (15 months) while the project started in November 1988. The LKI Director's attempts to have his counterpart budget disbursed for the first quarter of 1989 were to no avail. The project was supposed to give direct support to an existing institution, which was expected to absorb the assistance given and utilize the experience gained along the years to come. Actually, with the exception of a few weeks overlap, all the counterpart budget had been spent before the joint UNDP/UNIDO/LKI project started.

UNDP technical assistance to INDONESIA is provided within the framework of successive Country Programmes formulated through consultations between BAPPENAS (Government's National Development Planning Agency) UNDP and the Specialized Agencies of the United Nations Systems.

At the consultation meeting of 18 May it was decided to stop further implementation, owing to the fact that the Government budget had not yet been disbursed while the justification of the project had become a moot question.