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INDONESIA TRADE ASSISTANCE PROJECT (ITAP)

2008 Annual Report

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INDONESIA TRADE ASSISTANCE PROJECT (ITAP)

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ABBREVIATIONS

APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
DG	Directorate General
DGITC	Directorate General of International Trade Cooperation
FTA	Free Trade Agreement
GATT	General Agreement on Trade and Tariffs
GATS	General Agreement on Trade in Service
GOI	Government of Indonesia
IATF	Inter-Agency Trade Framework
IT	Information Technology
ITAP	Indonesia Trade Assistance Project
KADI	Anti-Dumping Committee of Indonesia
KADIN	Indonesian Chamber of Commerce
KPPI	Indonesian Safeguards Committee
LB	Legal Bureau
LNA	Legal Needs Assessment
MITL	Masters of Law in International Trade Law
MITP	Masters of Economics in International Trade Policy
MMAF	Ministry of Maritime Affairs and Fisheries
MOT	Ministry of Trade
NAFED	National Agency for Export Development
NGO	Non-governmental Organization
PR	Public Relations
PPSD	Public-Private Sector Dialogue
STTA	Short-term Technical Advisor
TOEFL	Test of English as a Foreign Language
TPA	Test of Academic Potential
TREDA	Trade Research and Development Agency
TRIPS	Trade Related Aspects of International Property Rights
WTO	World Trade Organization

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EXECUTIVE SUMMARY

The Indonesia Trade Assistance Project (ITAP) saw notable progress in year three of its main programmatic objective to enhance Indonesia's competitiveness through building the Indonesian Ministry of Trade's (MOT) institutional capacity. The MOT must plan, analyze, implement and manage a broad agenda of domestic and international trade programs and reforms that are intended to expand the country's exports, improve the investment climate and create new employment opportunities. Technical assistance provided by ITAP has supported the Ministry in its efforts to meet this challenge. However, due to budget cuts during 2008, several training activities and short-term support from external specialists were cancelled. Despite this constraint, ITAP remained active and continued its capacity building efforts primarily through internal training and mentoring support by ITAP staff.

Under the auspices of the ITAP economic team's training, the Trade Research and Development Agency (TREDA) and the Inter-Agency Trade Framework (IATF) increased their capacity through in-depth training, seminars, technical assistance and mentoring. To improve TREDA's research skills and ensure policy decisions are made based on solid analysis, ITAP provided training on research methods, and mentoring on the subjects related to domestic production and consumption, and international trade. To improve the IATF's negotiation skills, the economists and ITAP's legal team coordinated training sessions to expand the International Trade Services Team's expertise in services negotiations and other related issues. ITAP trade economists organized 40 interactive training sessions and 165 in-depth research consultations on the above mentioned issues. ITAP supported the institution of a Masters in International Trade Policy (MITP) at the University of Indonesia (UI). The first class was successfully completed with 14 students completing their theses and beginning new roles within the MOT. ITAP also launched the second class of 23 MITP students at UI, all of whom are expected to graduate by early 2009.

Much progress was also made on the legal front as ITAP's legal team advised the MOT on how to best approach the task of moving from a fragmented patchwork of legal services to a coordinated unit serving "client" units with the Ministry. To accomplish this, ITAP assisted the MOT in developing a strategic Blueprint for improving the quality of legal services in the MOT which includes analysis, recommendations and a roadmap for implementation. ITAP's lawyers also continued their efforts towards the overarching project goal of strengthening the legal capacity of the MOT as a whole through training and mentoring activities for lawyers both within the Legal Bureau and in other directorates. In 2008, ITAP provided 179 legal counseling and mentoring sessions for various parties of the MOT on 10 legal policies and procedures. In addition, ITAP lawyers held 29 training sessions. The ITAP lawyers worked together with the UI Faculty of Law to launch the second class (2009-2010) Master's degree program in International Trade Law (MITL) which includes 23 lawyers from the MOT and other relevant GOI ministries. The first class (2008-2009) of 17 lawyers from the MOT is on track to graduate in early 2009.

In the area of technical assistance on public outreach, ITAP also focused its work on building a core Public Relations and Communications Team with the MOT that is able to work professionally, efficiently and effectively. This need became particularly important due to the public relations division's recent split from the General Services Bureau. A dynamic new PR Head was appointed to the new Center for Public Relations (CPR) with 9 new staff providing fresh perspectives. ITAP's work with the CPR included an ambitious writing course for over 40 MOT employees, a public speaking training course for the PR Chief and training on professional writing for CPR officials. All of these courses led to immediate improvements in the participants' day to day work in the Ministry. ITAP's staff member for public outreach also served as a key resource person for the creation of the Ministry's Core of Excellence (CoE) team, composed of the most talented, ambitious PR staff.

ITAP also organized a facilitation program on Communicative Indonesian Language for the Minister. Shortly after finishing this program, the Ministry of National Education presented an award, recognizing the Minister for her excellent communications skills in the Indonesian language. This ability is a great personal accomplishment as she had most of her education abroad at English-speaking schools.

ITAP's human resources (HR) and training support focused on developing and implementing systems, tools and techniques to improve the MOT's HR and organizational development structures. A report was completed on *Building HRD Capacity in the MOT* and ITAP helped the Ministry to develop a new organizational chart. ITAP also helped the MOT to create a "redevelopment strategy" that provides a sequential approach in providing contemporary HR management services in a civil service environment. Furthermore, ITAP continued to build and strengthen human resource capacity through technical support and training with greater emphasis on mentoring to ensure that MOT staff members receive the hands-on support they need to effectively fulfill their daily work responsibilities. With ITAP's support, the MOT was able to develop job descriptions for 461 positions out of 763 jobs. ITAP's HR specialist also coached the Bureau of Personnel and Organization (BPO) taskforce in developing 10 new standard operating procedures (SOP) in order to effectively guide staff in performing their jobs properly. Seven formal training sessions took place during the year, focused on training new recruits, informing staff on redevelopment strategies, developing competency models and improving interviewing skills.

ITAP continued its upgrading and support program for the MOT's information and communication technologies. Following up on the needs assessment that ITAP conducted in 2006 on required network infrastructure, ITAP designed a full information technology (IT) network layout for the new MOT building and invested \$3 million in equipment, software and services for the MOT. Support included provision of IT equipment software and services (installation, customization and maintenance) to enable MOT personnel to effectively identify, analyze and communicate issues and data relevant to their work of developing and implementing trade policy. With a qualified Indonesian subcontractor in place to implement the process and a short-term consultant to oversee the subcontractor's work, ITAP successfully ensured the realization this IT upgrading and support program. The MOT now has a modern, comprehensive IT system capable of meeting the Ministry's needs for day-to-day administrative processes, internal communications and research.

ADMINISTRATION

Change in Senior Management: ITAP COP James McCoy was unable to return to the project as a result of his medical emergency in December 2007. In the months following, Senior Trade Lawyer James Lockett, Home Office Project Director Alene McMahon and Senior Trade Economist Roger Freeman took turns serving on a short-term basis as Acting COP. In February, Roger Freeman departed from ITAP to pursue another career opportunity. James Lockett then assumed sole responsibility as COP while continuing his responsibilities as the Senior Trade Lawyer.

In July, James Lockett resigned from ITAP in order to pursue other professional opportunities. William Garrison took the position as ITAP's new COP for the remainder of the project with a two week overlap between his arrival and James Lockett's departure to secure a smooth transition of COP responsibilities. William Garrison is an attorney and project manager with over 30 years experience, specializing in trade in services, WTO and other trade obligations, and economic development. He has served in senior positions on technical assistance programs related to liberalization of the telecommunications industry; WTO accession and implementation of trade obligations; legal, regulatory and judicial training; and expansion of Internet access and use. He has served as project manager and administrator, legal and regulatory counsel, project designer, and policy advisor for technical assistance programs of USAID, the U.S. Department of State, and the Inter-American Development Bank.

After nearly three years as the Chemonics' Home Office Director for ITAP, Alene McMahon moved on to a new position within Chemonics to serve as DCOP on a new USAID/Uganda health project. Chemonics appointed Josh Moga to be the new ITAP Home Office Director in December. Josh is a seasoned Chemonics Director and Indonesia hand. He has managed USAID-supported activities in Indonesia, starting in 1999 as the backstop of the Indonesia Urban Disaster Mitigation Project at ITB in Bandung while working at the Asian Disaster Preparedness Center. From mid-2005 until May of this year Josh was the director of the USAID/Indonesia ATARP project, guiding it from rapid start-up through successful closeout.

Budget Limitations: In April, USAID announced new budget limitations for ITAP through the end of August. As a result, ITAP cancelled several planned STTAs and postponed several activities that had been requested by the Ministry. A revised workplan was developed to reflect these changes.

Due to ITAP's new budget limitations, two international STTA contracts that were planned to end in mid-July, were cut short in early May: 1) Wayne Bougas, who was providing HR and training support to the MOT's Bureau of Personnel and Organization and *Pusdiklat* (the Center for Education and Training in Trade) by providing recommendations to the Ministry's HRD strategic plan, supporting the development of *Pusdiklat*'s training program and helping to strengthen the Ministry's training program; and 2) Simon Lacey, who was providing technical assistance to MOT lawyers on international trade and services law issues, and mentoring Masters in International Trade Law students with their theses.

ITAP's planned STTA Anne Scott, who was to develop the MOT's Management HR Strategy, opted to work with the World Bank in the Ministry instead of ITAP, due to the long wait for her TCN waiver to receive USAID approval with ITAP. In light of these new circumstances, the Head of the Bureau of Personnel and Organization requested that the World Bank also assist in developing the HR Management Strategy.

Despite the budget constraints, ITAP remained active and continued its capacity building efforts through internal training and mentoring support by ITAP staff.

One-Year-Extension: ITAP received a “Notice to Proceed” from USAID, indicating USAID / Indonesia’s consideration for a one-year extension to the subject Task Order. ITAP prepared a proposed budget modification with associate budget narratives that reflect the additional year of activities. The renewed contract was approved by USAID on September 29, and took effect on October 1. All long-term, local staff members have signed new 1-year contracts and William Garrison has officially been transferred from short-term status to long-term status as ITAP’s Chief of Party and Senior Trade Lawyer.

Trade Research and Development Agency (TREDA) and the Inter-Agency Trade Framework (IATF) Coordinated by the Directorate General of International Trade Cooperation (DGITC)

ITAP continued its aim to strengthen TREDA and the IATF's capacity through in-depth training, seminars, and technical assistance and mentoring. To improve TREDA's research skills and ensure policy decisions are made based on solid analysis, ITAP provided training on research methods and economic related theories, and mentoring on subjects related to domestic and international trade. In addition, the economists acted as in-house consultants for TREDA on current trade related issues. The economists also proposed policy memos to be used as references when formulating policies on current issues. They consistently supported the TREDA's efforts to improve the research management by directing all research activities to follow the procedure in the TREDA Planning and Evaluation Mechanism for Research Activities. ITAP economists also played a lead role in developing the MOT's first Annual Report.

In 2008, the ITAP trade economists organized over 40 interactive training sessions and 165 one-on-one research consultations on the above-mentioned issues. ITAP supported the successful completion of the first class (2006-2007) of Masters in International Trade Policy (MITP) at the University of Indonesia (UI) with 14 students completing their theses and beginning new roles within the MOT. ITAP funded the second group of 23 MITP students at UI who are expected to graduate in early 2009.

To improve IATF's negotiation skills, ITAP's economists and legal staff coordinated training sessions to expand International Trade in Services Team's (ITST) expertise in services negotiations and disciplines on domestic regulation; trade in logistics services; domestic stakeholders consultation; partnership with relevant countries, including Australia and the United States; and international trade policy issues including development, investment and competition. ITAP trade economists also assisted in writing papers and reports on such issues.

ITAP was pleased to have been able to meet or exceed all performance indicators in economic-related activities with the exception of 7 training sessions and mentoring sessions to be provided by short term consultants that were cancelled due to the budget cuts. TREDA agreed to fund several activities that ITAP would otherwise have had to cancel. Most of these programs were related to mentoring and research, one of which included sending an ITAP trade economist to Vietnam to support research on how Indonesia can improve its exports on processed food products.

The trade economists also began implementing the workplan for the new one-year extension period. STTA Roger Freeman worked with the trade economists to conduct a rapid gap assessment and develop a draft action plan aimed primarily on what ITAP could do to assist the MOT in the area of export development and diversification, improving the export and investment climate, as well as domestic market information.

A. Training for TREDA Staff to Increase Knowledge in Trade Research: Training and Mentoring on Commodity Profiles.

In 2007, ITAP had provided significant support to TREDA in developing 5 commodity profiles on palm oil, cocoa, automotive components, shrimp, and furniture. To support their efforts in developing more commodity profiles, ITAP created a *Commodity Profile Writing Manual* that provides step-by-step guidance on how to research, compile and present commodity profiles. Based on this manual, ITAP conducted a final workshop on how to use the manual to develop commodity profiles.

Throughout 2008, the trade economists mentored individual TREDA staff participating in the Ministry's International Research Internship Program (IRIP). Three reports were completed this year: 1) *Enhancing the Competitiveness of Indonesia Tropical Fruit Export: Learning from*

Thailand Experience; 2) *The formulation of sugar reference price: Learning from Thailand*; and 3) *How Agricultural Products Can Enter the Hypermarket: Lesson learnt from Malaysia*. These final reports were presented at a “Sharing Knowledge” session organized by the TREDA Secretary.

B. TREDA Workshop Series on Economic Research and Trade Policy Analysis.

ITAP conducted 9 workshops from its Economic Research Workshop Series, which provided the participants with solid, basic knowledge in economic research and technical analysis for the most important related issues. The workshops enabled participants to broaden their understanding of trade policy issues and quantitative techniques for analyzing trade policy, improving TREDA personnel’s ability to undertake their responsibilities more efficiently, accurately and effectively. The participants were mostly from TREDA, although additional attendees were drawn from the Directorate General (DG) of Foreign Trade, DG of Domestic Trade, National Agency for Export Development, and the Office of the Secretary General. The number participants ranged from 11-24 at each event. Workshops were successfully delivered on the following topics:

- International Trade and Trade Policies,
- Practical Sampling Methods,
- Application of Linear Programming for Optimizing Distribution Systems,
- Basic Quantitative Methods for Trade Policy Analysis,
- Formulating Competitive Research Proposals,
- Comparative and Competitive Advantage –Theory and Application,
- Application of Error Correction Model for Trade Policy Analysis,
- Application of Economic Integration – Theory and Impact Analysis,
- Export and Import Tariffs Theory and Impact Analysis.

The ITAP trade economists had planned to conduct 13 workshops for the Economic Research Workshop Series, however, due to budget cuts, ITAP had to cancel the following 4 Economic Trade Workshops: 1) *World Integrated Trade Solution (WITS)*, 2) *Application of Global Trade Analysis Project (Basic Concept and Application)*, 3) *Application of Policy Analysis Matrix (PAM) for Trade Policy Analysis* and 4) *Application of Analytical Hierarchy*.

ITAP trade economists also conducted a workshop in cooperation with the Ministry of Agriculture (MOA) on *Competitiveness: Theory and Measurements*. The purpose of this training was to strengthen the MOA staff’s research capacity in competitiveness analysis which is very often used by the MOA for analyzing Indonesian agricultural trade performance. This event also increased ITAP’s public outreach efforts. The workshop was highly interactive with participants assigned to problem-solving activities where they were able to directly apply the theories discussed in the workshop. The number of the participants was 16 persons.

The trade economists were also invited to make presentations on three topics in a workshop managed by the MOT’s training program on basic trade policies. The workshop entitled *Statistic and Information Analysis* was attended by 25 participants from MOT and the Government of Indonesia’s (GOI) regional trade offices.

C. Trade Research Lecture Series

ITAP conducted three sessions from its Trade Research Lecture Series including: 1) *Using Warehouse Receipts to Promote Efficiency and Economic Growth*, 2) *Regional Autonomy: It's Impacts on Trade and Economic Growth*, and 3) *Presenting Research Results Effectively*. The purpose of the lecture series is to enrich the knowledge and capacity of TREDA employees and other relevant MOT employees on strategic commodities and current issues related to domestic and international trade. The lecture series also strengthens the networking of MOT staff with other Indonesian institutions and experts.

ITAP invited experts to speak from leading Indonesian research institutions and trade associations, such as the Agricultural Agency for Research and Development, the Rubber Research Institute and various GOI ministries about current conditions, policies and prospects for specific commodities. This broad-based participation also enabled the MOT to establish solid professional relationships between its staff and experts from other GOI ministries, universities, research institutes and trade associations.

The lectures covered various topics on strategic commodities or current issues that are related to domestic and international trade performance. Enthusiastic feedback from the participants indicated that the lecture series was a quick and effective way to learn and enrich their knowledge in diverse topics related to trade policies, current issues, theories and research methods. The lectures also proved to be an excellent opportunity for the MOT to strengthen its collaboration, knowledge and resource sharing, enabling it to increase its coordination and communication when responding to “hot” issues. Approximately 50-100 participants attended each lecture. Most of the participants were from TREDA and other relevant DGs with the MOT.

Three out of the six planned lectures were cancelled due to budget cuts, including 1) *Promoting The Exports Of Indonesian Processed Food: Strategies and Supporting Policies*, 2) *Comparative Business Climates*, and 3) *The Role of Bonded Areas to Promote Export Performance: Theory vs. Reality*.

D. On-the-Job Training and Mentoring on Economic Research and Agricultural Economics, International Trade and Price Policy Analysis

This activity was designed to provide on-the-job training and mentoring on agricultural economics, international trade and price policy analysis to TREDA staff. Working with the directors of TREDA's three Research Centers: (Foreign Trade, Domestic Trade and Business Climate), ITAP trade economists selected prioritized issues for the Ministry to focus on in order to build their knowledge and improve their analysis. Three consultants were scheduled to provide this support, however due to funding cuts, their trips were cancelled and ITAP was unable to provide the specialized expertise that was required for this activity.

E. Mentoring and Informal Briefings /Training Sessions for TREDA's Staff

ITAP provided regular mentoring sessions for TREDA's staff members in research and daily activities. Research support included proposal development, methodology training, problem development, evaluation and commodity issues. ITAP economists also helped TREDA's research centers to develop their skills in questionnaires, sampling, data analysis and interpretation.

ITAP trade economists provided ongoing feedback to MOT staff on policy papers, memos and various reports related to TREDA activities. The economists also wrote three policy memos regarding crude palm oil (CPO) export tax formulation, sugar import tariff formulation, and sugar domestic distribution system. In 2008, ITAP economists provided mentoring and consultations on 58 TREDA economic papers; the topics of which are listed in Appendix I.

In addition, an ITAP trade economist acted as in-house consultant to the TREDA management and senior staff. The economist accompanied the TREDA management at various meetings, helping them to prepare beforehand and providing support by reviewing documents distributed in the meetings and providing input.

F. Strengthen and Support TREDA's Linkages with Research Institutions and Universities

ITAP continued provide support for the Masters in International Trade Policy (MITP) degree program at the University of Indonesia (UI). In 2008, the trade economists intensified their assistance to the students of the first class (2006-2007) to prepare and finalize their masters theses as well as assist the second class (2007-2008) in developing their master theses. Eight students from the first class completed their theses in 2007 and began new roles within the MOT. The remaining 14 students completed their theses by February 2008. The second class is expected to complete their theses in early 2009. The process to support a third class started in 2008 through the selection of 20 new candidates.

ITAP organized guest lectures for the MITP students and recent graduates from the first class, which were presented by international experts in areas related to analysis, negotiations and implementation of bilateral and multilateral trade agreements. ITAP arranged for Sherry Stephenson, Acting Director of the Department of Trade, Tourism at the Organization of American States and Carsten Fink, Senior Economist for the Trade Team at the World Bank Institute to present on *WTO Doha Development Round Regionalism and Services*. The trade economists also presented on the *Optimum Distribution Model* to 17 MITP students of the 2008-2009 class.

G. Technical Assistance to Help the IATF and its Coordinating Secretariat, the DGITC, Meet their Training Needs

The MOT requested technical assistance in developing its interagency processes to ensure that, while each relevant stakeholder participates in the process, the national interest controls the direction of policy and negotiating positions. To meet this need, ITAP conducted a second workshop for the focal points of the National Team in International Trade Negotiations. The workshop concentrated on regional trade negotiations and was attended by participants from various ministries and agencies. Two foreign trade negotiation experts made presentations that focused wide range of topics, including regional trade agreements, the Association of Southeast Asian Nations (ASEAN) economic community, a U.S. Indonesia free trade agreement (FTA), negotiating FTAs, and developing a negotiating template for non-agricultural market access (NAMA), services and agriculture. The trade economists also made progress in strengthening the National Team on International Trade Negotiations by developing a model for the national secretariat and office within the organizational structure of the National Team on International trade negotiations.

ITAP trade economists also helped the DGITC to prepare a draft Ministerial Decree to establish a National Team Office for International Trade Negotiations. The proposed responsibilities go far beyond the National Team's existing task and encompass a wider range of relevant activities, including undertaking analysis and assessment, providing data and information, preparing materials and negotiation briefs for delegation, preparing reports, facilitating research, and coordinating capacity building program. The trade economists submitted the final draft to the DG International Trade Cooperation of the MOT. Corresponding to this, the trade economists further developed the basic negotiating template for international trade in services on specific areas such as negotiating objectives and regional trade agreements and principal elements of an agreement on trade in services.

ITAP held its third workshop for the MOT's International Trade in Services Team which focused on regional and bilateral agreements, services sectors, and domestic regulations and services. The

workshop was mainly attended by members of the Services Team. Three foreign services experts made presentations that covered issues including GATS and regional trade agreements; regional alternatives to liberalizing services; regional services agreements and services in regional and bilateral agreements; disciplines on domestic regulation for services; and negotiation of deeper disciplines on domestic regulation in the Doha Round. The workshop attendees also reviewed negotiating proposals and participated in a simulation of the negotiation of bilateral free trade agreement on services.

ITAP also provided technical assistance to support the Services Team by providing training and mentoring support through seventeen weekly classes held from January-June 2008. The training activities included writing assignments and presentations by members of the Services Team, followed by class discussions and presentations led by the trade economists. Specific topics included Domestic Regulation, ASEAN Trade in Services, Domestic Stakeholders Consultation and Coordination, Cross-Border Supply of Services, and Japan-Indonesia Economic Partnership Agreement (JIEPA).

ITAP provided ongoing consulting support for the Services Team to identify and analyze critical issues in services negotiations, increase members' ability to review and analyze negotiating documents and formulate draft proposals, and improve their ability to develop their position and strategy on respective services negotiations.

The trade economists completed an evaluation of the Service Team's overall performance. They identified underlying problems and made recommendation to the ITC Director General for improvement. Considerable attention was devoted to the organizational aspect of the Team since its current structure lacks clear organizational structure and division of responsibility. The trade economists therefore recommended ways to more effectively perform the daily responsibilities of Team members as well as special tasks in anticipation for the crucial role the MOT will as play as Indonesia's lead ministry in trade in services.

An ITAP trade economist participated in the *APEC Seminar on the Impact of Liberalization on Trade in Services* which included participation by members of the MOT's Services Team as discussants. Presentations were made for five topics of the seminar, i.e. measuring and modeling trade reform of the services sectors; assuring development gains and poverty reduction from trade, the labor mobility and skill trade dimension; Indonesia's experience of services liberalization; trade and the liberalization of higher education services in Malaysia; and tourism services trade liberalization in Lao PDR and Cambodia.

The ITAP trade economists also provided technical assistance in developing the MOT's first annual report. ITAP's guidance focused on improving staff skills collecting information, writing, editing and producing a communicative, comprehensive and concise report. With hands-on training provided by ITAP, the MOT is better prepared to develop future reports without external support. Furthermore, the report will serve to promote transparency and will improve MOT accountability for its use of public funds.

H. Improving Export, Investment and Market Information

Due to the current economic slowdown, the MOT has requested ITAP's assistance to improve its export, investment and market information. ITAP consultant Roger Freeman conducted a gap assessment that included interviews with MOT senior officials including the Chairman of the National Agency for Export Development, the Chairman of the National Team for Increasing Exports and Investment, the Head of the Trade Research and Development Agency, and senior officials from the Directorate Generals (DGs) of Foreign and Domestic Trade. The focus of this assessment was to determining the MOT needs in regard to capacity building,

particularly in training and technical assistance. A draft action plan and assessment report was completed in December which will be reviewed by relevant Ministry officials in early 2009.

ITAP also ran a blended e-learning course on *Export Development & Diversification: Basic Concepts, Theory and Empirical Evidence* in cooperation with the World Bank. As no Ministry personnel have adequate grounding on basic policy issues in export and investment, this baseline training program was excellent opportunity to provide training in fundamental issues in this area. The first session took place on December 2 with 15 participants, third session took place on December 9 with 14 participants and the third session took place on December 15 with 8 participants.

Legal Capacity Building

ITAP's trade lawyers continued their efforts to strengthen the MOT's legal capacity as a whole, both within the Legal Bureau and on the part of MOT lawyers working in other directorates. The ITAP lawyers have been deeply imbedded in the MOT's work, providing practical mentoring and assistance. In 2008, the ITAP Lawyers provided 179 legal counseling and mentoring sessions for various parties in the MOT on 10 legal policies and procedures. In addition to this, ITAP lawyers held 29 legal training sessions for a total of 892 participants. ITAP has been advising the MOT on how best to approach the task of moving from a fragmented patchwork of legal services to a coordinated unit serving "client" units with the Ministry. To accomplish this, ITAP assisted the MOT in developing a strategic Blueprint for improving the quality of legal services in the MOT. The Blueprint includes analysis, recommendations and a road map for implementation.

ITAP's legal team continued cooperation with the UI Faculty of Law to launch the second class (2009-2010) of the Masters in International Trade Law (MITL) degree program, which includes 23 lawyers from the MOT and other relevant GOI ministries. The first class (2008-2009) of 17 MITL students, all lawyers from the MOT, are now working on the final stage of their theses and are expected to graduate in early 2009, when they will be reintegrated at the MOT.

The ITAP lawyers contributed to the Inter-Agency Trade Framework. They provided advisory support to lawyers and negotiators within both the MOT and the Ministry of Maritime Affairs and Fisheries (MMAF), assisting them with developing Indonesia's position in the upcoming rules negotiation, as well as advising them on issues concerning antidumping, and fisheries subsidies in WTO negotiations.

With regard to the performance indicators set out for the ITAP trade lawyers at the start of the 2008 work year, it is noteworthy that these were exceeded in almost all cases. The only performance indicator on which the ITAP legal team did not meet the anticipated target was the number of planned seminars; these were reduced due to the budget cuts.

A. Strengthening the Organization of MOT Legal Services (Blueprint)

The Minister has expressed the critical need for the MOT to improve legal services within the Ministry, noting that at international negotiations and meetings, trade ministers from most countries have lawyers on-site to provide immediate legal advice on proposed commitments. The Legal Bureau's current role is limited to reviewing regulatory issues by the Ministry and should be expanded to include legal consultants for all aspects of the Ministry's responsibilities.

In 2008, ITAP's legal team finalized a key project deliverable – a blueprint for creation of a General Counsel's Office, entitled *Improving the Quality of Legal Services within the Ministry of Trade of the Republic of Indonesia*. STTAs Kit Lunney and Jim Taylor led this initiative by conducting a legal needs assessment within the Ministry and preparing a comparative study on how MOT legal services are provided in other Ministries within the government of Indonesia,

including the Ministry of Foreign Affairs, the Ministry of Finance and Bank of Indonesia as well as in the Department of Commerce in the United States and the European Commission. Kit Lunney worked with the ITAP legal and HR teams to complete a draft report that was presented to Director Generals (DGs), the Secretary General (SecGen) and other senior officials for feedback.

On May 15, 2008 ITAP lawyers presented the draft Blueprint to the Minister, her expert staff, the Directors General, the SecGen, head of units and other relevant officials. The Minister was accepted the analysis and conclusions and gave immediate approval for implementing the Legal Bureau. The BPO was tasked to implement the first phase of Blueprint. The Roadmap accompanying the Blueprint has an estimated two year period for implementing the three proposed phases.

The recommendations in the Blueprint are designed to improve the quality, effectiveness and professionalism of legal services within the MOT. Such services are defined as independent, consistent and accurate advice and actions that reduce risk exposure while at the same time maximizing benefits and efficacy. Provision of quality legal services requires a combination of both organizational and human resources changes at the MOT.

The organizational recommendations in the Blueprint elaborate on the following topics:

- a. Expand the role of lawyers and the Legal Bureau to include legal advice, negotiations and counseling, in addition to drafting and litigation.
- b. Realign the functions of the Legal Bureau to better serve specific client and overall Ministry needs and to coordinate legal services in and from the Ministry.
- c. Establish a formal concurrence process that requires early consultations between the DGs/Agencies and the Legal Bureau in the drafting process, policy development and regarding potential legal issues.
- d. Raise the status of the Legal Bureau within the MOT by elevating the Bureau to a Directorate General.

Human Resources recommendations in the Blueprint include the following:

- a. Develop an overall staffing plan for legal positions within the Ministry that corresponds to the actual needs of the clients and overall Ministry goals.
- b. Increase the number of lawyers in the Legal Bureau to handle the broad range of domestic, international and litigation needs which arise in the context of the Ministry's work.
- c. Create a program that best utilizes all returning postgraduate students in law studies as lawyers in the Legal Bureau and provides them with the opportunity to use and build upon the legal skills they learned in their Master's programs and to learn about the scope of work handled by the Ministry.
- d. Assign junior lawyers to more senior staff for management, training and mentoring.
- e. Establish an MOT legal team that encompasses all law graduates doing legal work, regardless of where they are employed within the Ministry.
- f. Provide additional resources to the MOT legal team, including training on internet research for all lawyers and specialized training for the staff of the Legal Bureau's Documentation Division.
- g. Increase legal capacity through postgraduate education in law, abroad and in Indonesia.
- h. Provide additional opportunities for lawyers to increase knowledge and skills through internships and overseas assignments.
- i. Create a better career path for lawyers so they will continue to work as lawyers during their time at the MOT and can develop substantive expertise in areas of law that are key

to the Ministry and to ensure that there is a cadre of experienced lawyers to coach and manage newer Ministry lawyers.

In the last quarter of 2008, Kit Lunney followed up on her previous work with ITAP to assess the progress of the Ministry's implementation of the 2008 Blueprint. She focused on identifying additional areas where implementation assistance would be helpful and evaluated the MOT's process on bureaucratic reform, both in general and specifically on legal reform. The MOT has analyzed earlier ITAP recommendations, established priorities and made adjustments to better suit the Ministry. Both the Head of the BPO and the Head of the Legal Bureau reaffirmed their support for the Blueprint. The consensus building approach taken by ITAP in developing the Blueprint has been successful to date and will encompass new reports and procedures being prepared as part of the implementation process.

Furthermore, ITAP focused on developing policies and processes for improved coordination and clearance of legal services and outputs within the MOT. There is a great need to improve the delivery of legal services at the MOT to make the Ministry effective in carrying out its mission both internationally and domestically. Consultant Lunney and the COP met with the legal department of Bank Indonesia to discuss a variety of issues, including their document tracking and clearance systems through both on the internet and intranet systems. Their information management systems could serve as a useful model for the MOT.

ITAP also examined options for creating a clearance policy with the Head of the Legal Bureau. The MOT needs to adopt a policy so that all regulations are drafted by the Legal Bureau rather than at the Directorate General level. Despite the October 2007 SecGen decree on regulations, ITAP determined that staff within the Ministry are not consulting the Legal Bureau on the development of regulations in a timely and appropriate manner. Implementation of an explicit control and clearance process for drafting regulations can alleviate this problem.

B. Training for Legal Bureau Lawyers

The ITAP lawyers focused on four formal training activities, the first of which being a series on legislative drafting that was requested by the Legal Bureau. The course was intended to help MOT lawyers to draft the proposed new Trade Law and to prepare MOT lawyers for other drafting initiatives. The course was opened by the SecGen of the MOT together with the Head of the Legal Bureau, members of the ITAP legal team, and expert instructors from UI and several government ministries. The course was completed after 36 sessions (six weeks, three times per week for a half-day) involving 20 MOT lawyers. The closing session was given by Head of Legal Bureau who indicated his utmost appreciation for this opportunity to improve knowledge and skills amongst all MOT lawyers (not only Legal Bureau Lawyers) in terms of drafting and analyzing laws and regulations. The training also contributed to improved coordination among MOT lawyers.

The second was the completion of a 5-day *Advanced Workshop and Simulation on WTO Dispute Settlement*, which was held at Faculty of Law, University Pelita Harapan. The workshop's concept was long-term and strategic – to build the capacity of Indonesia's government lawyers, private lawyers and law faculties to participate in WTO dispute settlement. An average of 48 lawyers and officials attended the one-week training event, which notably included lawyers and officials from the MOT and 8 other relevant GOI ministries; lecturers from 10 Indonesian law faculties; and private sector lawyers.

Aside from participation by the ITAP legal team, the training was carried out by one of the most prominent academic authorities on WTO dispute settlement, Professor Peter Van den Bossche from Maastricht University. Dr Van den Bossche gave insightful presentations and exercises, and led the participants through two days of an actual WTO dispute settlement case simulation. The workshop was opened by the Rector of University Pelita Harapan and Dr. Jonathan Parapak (who

was formerly involved in WTO negotiations during his time as Minister of Telecommunications and Tourism in the 1990s). The workshop participants received comprehensive training on the WTO and its dispute settlement system and rules, went through detailed exercises in small groups to practice their understanding, and then divided into sixteen different groups in order to simulate a WTO case. This workshop also established communications and coordination between private sectors, academics and government lawyers. In regional and multilateral disputes, cooperation and coordination among these three elements is significant in building and presenting evidence.

The third training program was a series of video conference lectures on international trade law. The lectures were provided in conjunction with Prof. Van den Bossche to train lawyers from the MOT, IATF and the private sector on the essentials of WTO law and institutions. This 6-week course began was held on a once per week basis with supplementary mentoring sessions also held once per week. The course was held at UI and counted toward course credit for the 17 MOT lawyers enrolled in the MITL program who also participated.

The fourth seminar entitled *WTO and ASEAN Dispute Settlement and Compliance: A Comparative Analysis* was held over two days with Prof. Van den Bossche as the main speaker. Due to the current deadlock in multilateral negotiations, many WTO Members have increased their focus to trade liberalization through regional and bilateral trade agreements. By 2015, the Association of South East Asia Nations (ASEAN) members are expected to become economically integrated into a single market. As a result, trade disputes among ASEAN countries are expected to increase. In anticipation of such developments, ASEAN Member States have created a dispute settlement system modeled on the WTO dispute settlement system.

In order for the Indonesian government to fully utilize the new system, MOT officials require increased background knowledge on substance, processes, possible results and probable impacts of disputes settled under both the WTO and ASEAN systems. The workshop provided insight into the similarities and differences of both systems and equipped the participants with knowledge of the new ASEAN dispute settlement system so that they may effectively carry out work related to trade dispute settlements. The participants were MOT lawyers, including the 17 the MITL students, lawyers from trade-related government ministries, offices, the private sectors and academics.

In addition to the formal training sessions, ITAP legal staff members mentored MOT lawyers and officials on a broad range of legal issues that involved 170 consultations on various draft trade agreements, pending cases, draft regulations or laws, WTO and ASEAN negotiations, trade remedy proceedings, the dispute settlement system, labeling and other WTO matters, as well as ongoing informal discussions on various issues facing the MOT.

One notable accomplishment included the ITAP legal team's support in Indonesia's recent case in WTO against South Africa involving antidumping measures imposed on Indonesian paper – that case consultation resulted in South Africa admitting the illegality of its actions and a ruling in favor of Indonesia – a WTO success story for Indonesia.

C. Legal Training for Lawyers and Officials Outside of the MOT as Part of the Inter-Agency Process

ITAP lawyers assisted the MOT as the leading Ministry in trade negotiations and the Ministry of Maritime Affairs and Fisheries (MMAF) as the technical Ministry in three proposed texts and one joint proposal with China and India on fisheries subsidy. The GOI has focused interest on these negotiations since Indonesia is the fifth most frequent country alleged in antidumping investigations in the world.

The fisheries sector is very important to Indonesia because Indonesia is one of the largest archipelagic countries in the world with 5.8 million square kilometers of archipelagic waters, territorial seas, and exclusive economic zones. Many Indonesians' livelihoods depend upon the fisheries sector but unfortunately, many of them are also still living under poverty.

Sustainability of fisheries resource is crucial if fishing is to remain an important food source in the future. The main causes of the depletion in fishing stocks are the overfishing and overcapacity resulted by conferral of certain types of subsidies and an inadequate fisheries management system. GOI proposes to create balance between sustainability concerns and development priorities of developing countries by adopting a strong discipline on certain types of fisheries subsidies while giving special and differential treatment for developing and least-developed Members. Indonesia is taking active role in creating such a discipline by developing and submitting several proposals to the WTO.

ITAP lawyers worked in cooperation with the USAID SENADA project to advise the Ministry of Industry (MOI) on compliance with the textile subsidy scheme for regeneration of machineries granted by the MOI in a manner consistent with the WTO laws on subsidies. The meeting was attended by the Secretary General of the MOI, the Director General of International Cooperation, echelon II officials of the Ministry of Industry and a number of officials from the relevant private sector association.

D. Master's Degree in International Trade Law in the Faculty of Law of the University of Indonesia

Following the successful launch of the first class of the Masters in International Trade Law (MITL) degree program in 2007, ITAP continued to mentor the 17 sponsored students enrolled in the program. ITAP lawyers worked individually with the MITL students, assisting them with developing and refining their thesis topics which were coordinated with the MOT ensure the topics relevant and of interest to the Ministry. In addition, ITAP lawyers presented lecturers for the courses on trade remedies and dispute settlement.

The MITL students participated in sessions on *WTO Law and Policy* provided by Prof. Van den Bossche through a video-conference with Maastricht University that was facilitated by ITAP. For this course, ITAP lawyers provided special tutorial sessions to the MITL students in order to improve their understanding of the course topics.

By late 2008, the MITL students completed their theses and passed their examinations, marking the successful completion of their masters program. All students will be reintegrated into the MOT in early 2009.

In response to the first class' success, USAID agreed to fund a second class of MITL students in 2009-2010. For this class, ITAP opened the opportunity of enrollment for staff from other relevant ministries to apply in order to improve inter-agency coordination and advance Indonesia's legal capacity in all areas of trade. This increased candidacy pool will provide the opportunity for UI to develop a constituency for future offerings of this degree program beyond the life of ITAP. This highly competitive offering received over 60 applicants, 29 of whom met the qualification standards in academic capacity and English skills. After a rigorous interviewing process, 24 candidates were selected to participate in the program, representing 12 GOI ministries.

Having a group of lawyers participate together in an advanced legal degree program will result in a major expansion of institutional legal capacity within the GOI. This master's degree program will lead to the creation of a core of well-qualified international trade lawyers who will have training and knowledge that is directly relevant to Indonesia's needs.

E. Outreach Activities with Law Schools in the Greater Jakarta

Law schools in the greater Jakarta area have expressed keen interest in international trade law activities and have solicited ITAP trade lawyers' expertise for seminars and coaching support for international moot court competitions.

ITAP trade lawyers provided support to the WTO moot court team of the University of Pelita Harapan, organized by the European Law Students Association. This is the first time any university in Indonesia that has participated in such a high profile competition. Through such intense work with the students, ITAP identified many of them to be solid candidates for entry level positions within the MOT. Discussions on starting an intern program for such students were therefore initiated by ITAP with the goal to recruit the best graduates from top universities in Indonesia to strengthen their human resources.

Furthermore, ITAP opened 3 of its workshops for law students to attend from UI, Atma Jaya University, Trisakti University and Universitas Pelita Harapan, including the one on WTO dispute settlement, a video conference with University of Maastricht on international trade law and a seminar on the WTO and ASEAN dispute settlement system.

F. Publishing a WTO Law Book in Bahasa Indonesia

Due to the general lack of knowledge Indonesian lawyers and international trade practitioners have on WTO law, ITAP had planned to make copies of a translated book on WTO law available to universities, GOI ministries and other relevant institutions. ITAP selected *The Law and Policy of the World Trade Organization*, by Prof. Van den Bossche, published by Cambridge University Press, as it has become a primary textbook for international trade law in European and US universities. Unfortunately, the materialization of this project was canceled by USAID due to budget limitations.

G. Assisting the MOT in Drafting the Trade Law

The ITAP lawyers assisted the MOT, particularly the Legal Bureau, in drafting a new Trade Law. When they embarked on the drafting, ITAP lawyers provided the MOT with a comparative survey of several approaches taken by developed countries in drafting their trade laws and regulations namely Australia, United States and European Union. The survey presented explanations on the institutional and legislative frameworks of those countries' trade laws.

ITAP also supported the Legal Bureau by researching trade laws in other countries in Asia, including Japan, Singapore, Malaysia, China, Korea, India, Thailand and presented a table of comparatives in terms of the regulated goods and services, licensing, sanction, foreign and international trade, trade facilities and trade agencies. ITAP also provided consultations and discussions on related issues to be included in the draft. In addition, ITAP advised the MOT at formal discussions held by the Legal Bureau with other stakeholders.

H. Legal Training and Advisory Activities for MOT Lawyers Outside of the Legal Bureau

ITAP worked with the Anti-dumping Committee of Indonesia (KADI), the Indonesian Safeguards Committee (KPPI) and the Office of Trade Defense on many practical issues. STTA Maureen Rosch facilitated three seminars at KADI's request, providing assistance on pressing needs in their work in dumping, subsidy and safeguard cases, specifically questionnaires, cost accounting and antidumping calculations, as well as how to conduct an on-site verification in a third country.

On international trade remedy issues, ITAP lawyers consulted with KADI, KPPI and DGITC Directorate for Trade Defense lawyers and officials on several issues, ranging from issues arising

from cases involving non-market economies such as the PRC, technical assistance rules, sunset review issues, the possible initiation of the first subsidy case, to anti-circumvention rules.

ITAP lawyers also assisted MOT lawyers and officials in the DGITC on submissions and strategies in relation to the WTO rules negotiation. Indonesia, India and China recently submitted a joint proposal on fisheries subsidies. Indonesia had previously submitted three proposed texts on its own on fisheries subsidies to the WTO.

ITAP lawyers also assisted the DGITC, Trade Defense and KADI in preparing a negotiation document for the Minister for the Ministerial Meeting in Geneva on the latest development of the antidumping, subsidies, and fisheries subsidy negotiations. ITAP helped them to determine the national interest of Indonesia on this issue and provided inputs for Indonesian negotiators on every rules meeting in Geneva.

In the regional realm, ITAP lawyers assisted the Directorate of Regional Affairs in DGITC on the APEC meeting in Arequipa, Peru, on the recent development of the Doha negotiation round, the international food system, corporate social responsibility, economic and technical cooperation, free trade areas, and trade and investment liberalization facilitation. ITAP lawyers also assisted DGITC lawyers on draft texts on dispute settlement, reciprocity and enforcement, in the context of ASEAN negotiations on rules in those areas.

Communications and Public Outreach

ITAP aims to strengthen the MOT's ability to communicate the Ministry's policies and programs to its stakeholders in an effective and timely manner. This year, much of ITAP's support focused on helping the MOT to develop a systematic public relations program. This has been particularly important due to the Public Relations division's recent split from the General Services Bureau. The new Center for Public Relations (CPR) holds equal status to a bureau or a directorate. A dynamic new PR Head was appointed to the CPR with nine new staff holding fresh perspectives. ITAP's support has helped the CPR to begin immediate implementation of capacity building initiatives. The CPR has taken great strides to become a proactive rather than a reactive institution, which is reflected in the success of its image building program that has resulted in notably reduced criticism by the media.

ITAP's work with the CPR included an ambitious writing course for over 40 MOT employees, a public speaking training for the PR Chief and a training on professional writing for 2 CPR officials. All of these courses led to immediate improvements in the participants' day to day work in the Ministry. ITAP also organized a facilitation program on Communicative Indonesian language for Minister. Shortly after finishing this program, the Ministry of National Education awarded the Minister for her excellent communications skills in the Indonesian language. This ability is a great personal accomplishment as she had most of her education abroad at English-speaking schools.

ITAP's communications specialist also served as a key resource person for the Ministry's Core of Excellence (CoE) team, composed of the most talented, ambitious PR staff. The COE is a pilot project that has been initiated by the World Bank.

A. Internal Strengthening of the Public Relations Bureau:

The new Head of PR took bold, systematic steps to immediately strengthen the new CPR. ITAP provided technical assistance in developing the CPR's 2008 workplan and restructuring its staff and policies. Staff with the most potential were promoted to ensure a dynamic, energized team. This procedure faced challenges as long-time personnel who were not promoted due to their limited knowledge in communications, felt that they should have higher positions. In order to

effectively reorganize the CPR, the Head of PR placed the most competent individuals in high-level positions regardless of the length of their tenure within the MOT.

ITAP assisted the CPR in developing a database of MOT stakeholders to track their issues and improve communication with them. Furthermore, ITAP's communications specialist and HR Specialist drafted 7 standard operating procedures (SOP) to ensure that all personnel working in the CPR have clear understanding of office policies and their individual work responsibilities. Below is a list of the SOPs ITAP drafted during 2008:

1. Press conferences,
2. Planned interviews,
3. Press Releases
4. Field Report Writing
5. Media Monitoring and Media Analysis a
6. Minister's visits to provinces and
7. Minister's visits to foreign countries

The CPR is in need of 60 new SOPs which ITAP does not have the capacity to develop without support from a short-term consultant, but it was not possible to provide this assistance due to budget constraints.

ITAP helped the CPR implement a World Bank pilot project, Core of Excellence (COE) by providing feedback and mentoring support of the selected COE team members. The CPR's COE team is comprised of CPR staff members with the highest level of motivation, creativity and overall talent in communications. Eleven of the 12 members participated in and excelled in ITAP's 12-week writing and editing course. The COE is expected to successfully complete complex, time sensitive tasks at a moment's notice. ITAP's communications specialist has provided considerable mentoring support to the team members in preparing press releases, writing speeches and speaking to the public.

B. Capacity Building / Training in Public Relations and Communication

In coordination with UI, ITAP organized three in-house training courses on PR and communications. Seventy-nine officials from eight units in the MOT, with approximately 20 at the senior level, attended training sessions on *Basic Public Relations, Intermediate Public Relations and Advanced Public Relations*. Topics covered, media relations, organizing press conferences, effective public speaking, PR writing, effective internal communication and corporate culture. Based on participant feedback, the training sessions were effective in helping participants to improve their PR skills and apply them to their daily responsibilities.

C. Outreach Programs of the Ministry of Trade and other Related Directorates

The MOT intends for the new CPR to create a positive image for the Ministry in the eyes of its internal and external stakeholders. The CPR's mission is to develop and maintain its corporate identity, and to be a useful source of information to its stakeholders (government agencies, business associations, the general public, the media, NGOs and academics).

As the highest executive officer at the MOT, the Minister serves as the chief spokesperson for the Ministry. She is highly respected for her ability to speak eloquently in English; however, English is only spoken by a small number of Indonesia's elites. The Minister therefore lacked the ability to communicate with the majority of the country's population, many of whom work in small and medium size businesses. Fully aware of her real and perceived shortcomings in communicating

with the general public, the Minister requested ITAP's support in providing private training to improve her skills in public communications in Bahasa Indonesia.

In response, ITAP developed and implemented a facilitation program to improve the Minister's capacity to communicate with the general public so that she can share important information in a more effective and efficient manner, particularly to MOT stakeholders. The 10-session program was done in cooperation with two senior level language specialists and the Tantowi Yahya Public Speaking School. As a notable result of this program, the Ministry of National Education recently awarded the Minister for her excellent communications skills in the Indonesian language.

The Secretary General (SecGen) is the second highest ranking official in the MOT after the Minister. He is therefore responsible for representing MOT at regional and international forums through speeches, presentations and chaired meetings in both Indonesian and English. ITAP developed and initiated a facilitation program to provide the SecGen with knowledge and skills in communicative English. The private, 26-week intensive program began in late 2008 and will continue in 2009. The training is provided by highly experienced facilitators who specialize in English language training and communication skills.

ITAP's communications specialist also coached CPR staff in crafting public relations documents, including press releases, clarification letters to the media and in developing transcripts of high-level speeches by the Minister or the President. ITAP provided input at several Balanced Score Card (BSC) sessions that were sponsored by the MOT. In addition, ITAP sponsored two CPR staff to participate in a 2-day course on Professional Writing in Bandung, West Java.

ITAP also designed additional seminars and workshops in training on PR and Communication for MOT, but the programs have been postponed due to budget cuts. Topics of the cancelled training programs include: *News Monitoring and News Analysis, Etiquettes and Professional PR and Crisis Management.*

Capacity Building in Writing and Editing

The CPR's staff need to develop competent expertise in writing and editing so that the Ministry's policies and achievements can be widely and precisely conveyed to the public. To assist the Ministry in enhancing the capacity of the MOT staff, particularly those from the CPR, ITAP organized an intensive PR and communications writing and editing course.

Participants in the writing course were divided into two groups, each receiving 11 sessions of formal training in addition to daily mentoring and practical skills sessions over the full 11-week period. Over 40 MOT personnel participated in the training. Classes focused on writing speeches, press releases and reports, in addition to editing and note taking. In addition to the ITAP communications specialist, the writing course and tutoring sessions received support from additional experts with more than 30 years experience in journalism and teaching from the reputable institutions in Indonesia and abroad including former chief editors and managing editors of prominent Indonesian media and public relations executives.

The need to develop the staff's skills is now even more critical after the development of the newly formed Inter-Unit Communication Network in the MOT which was set up as a decree by the SecGen. This Network is expected to serve as a provider of data and other information requested by the Minister and Echelon I officials. The Network members represent all 8 internal units within the MOT; these staff members are expected to be responsible for communication functions in their units. The Network members must therefore have the ability to collect and produce immediate information from their units and the Ministry under coordination with of the CPR.

As an expression of appreciation for this program, the writing and editing course was opened and closed by the SecGen. The SecGen has asked ITAP to organize a similar writing course for

echelon I, II and III officials. Responding to this request, ITAP will design a shorter writing course for MOT senior officials in 2009.

D. Outreach Programs of the Public Relations Bureau and other Related Directorates

The MOT arranged for senior officials to begin weekly meetings with journalists who raised complaints to the PR Head over their difficulties in obtaining access to MOT officials. The weekly press events, jointly organized by CPR and executives of the Organization of Journalists Covering the MOT (FORWARD), included media briefings and press conferences by the head of each of the 8 MOT units, in addition to a press meeting by the MOT. ITAP's communications specialist provided significant support in preparing talking points for the Minister and editing relevant press releases. This strategy has been effective in improving relations with stakeholders and utilizing the media to disseminate information.

ITAP also helped the CPR to organize several press meetings between the Minister of Trade and media executives, foreign journalists and academics. Furthermore, ITAP helped the Minister to speeches for high profile events, and helped the CPR to writing press releases and letters of clarification on key issues. A notable example is ITAP's assistance to the Ministry in the PR activities for the Trade Expo Indonesia 2008. ITAP's communications specialist provided technical support in planning meetings with CPR team, organized press conferences and prepared press releases and other related documents for event. ITAP's communications specialist also trained junior staff to develop professional transcripts of the President of Indonesia and the Minister of Trade's speeches during the opening ceremony. ITAP's communications, legal and economic advisors attended the expo and were available to provide support on all five days. ITAP was also pleased to have been appointed as one of three juries in a writing contest for reports on the trade event.

ITAP participated in a major communication campaign involving a team composed of the MOT and international communications executives from Burson Matseller. ITAP's communications specialist and a World Bank consultant served as key resource persons for the team. The campaign includes a series featuring the Minister of Trade, MOT Directorates General and private sector representatives on a TV talk show called "Warung Niaga," which highlights information on beneficial MOT programs, with particular focus on issues that that have received adverse press. The campaign has also organized meetings with members of Parliament, academics and NGOs in an effort to increase accuracy and promote understanding of MOT programs.

E. Increase Public-Private Sector Dialogue on Trade and Trade Law and Policy

ITAP had planned to conduct two seminars on Trade and Trade Law. Local vendors were selected to coordinate the events, but the plans were later cancelled due to budget cuts. For the same reason, ITAP was also postponed a public outreach seminar on the newly enacted Investment Law, which was designed to educate both the public and private-sector stakeholders.

As discussed in Part E of the legal section of this report, ITAP held several public outreach events in collaboration with Indonesian universities and private sector lawyers that aimed to improve public-private sector dialogue on key legal trade issues. Two of them were advanced workshops on WTO dispute settlement and another was a series of three seminars on antidumping, subsidies and safeguard cases.

E. Plan and Launch an International Liaison Unit in the MOT

ITAP hired short-term consultant Petrus Suryadi Sutrisno to serve as the International Liaison Officer to set-up a new International Liaison Office (ILO) within the MOT. Over his 6-month assignment, Pak Suryadi served as the principle representative between the MOT and all commercial officers posted in overseas missions of the Republic of Indonesia. Support in this area

was specifically requested by the Minister of Trade, as the MOT did not have any mechanism in place to fully support overseas officers, or to track their progress and manage their communications with the Ministry.

By the end of his 6-month assignment with ITAP, the ILO was well positioned to continue operations without full time external support. Pak Suryadi still serves as a resource person to the ILO issues whenever his support is requested.

Human Resources and General Training

With commitment from the new Head of the Bureau of Personnel and Organization (BPO) to improve his working group and the MOT, ITAP has had a strong partner and advocate for improved human resource practices. ITAP's main focus has been to support the Head of the BPO as he led the development of a new human resource strategic plan. During the process, ITAP recommended desirable best practices and worked with appropriate staff to begin implementing the agreed upon changes.

ITAP's HR specialist provided technical assistance to the MOT in developing and implementing systems, tools and techniques to improve the MOT's human resources and organizational development structures. ITAP assisted the Ministry in developing a new organizational chart with justifications for reorganizing the BPO. Consultant Wayne Bougas completed an evaluation on building HRD capacity within the MOT which received a positive response from the Secretary General. Related implementation training was scheduled for delivery during 2009.

ITAP's HR specialist collaborated with the MOT and World Bank to create a 'redevelopment' strategy which provides a sequential approach in providing contemporary HRM services in a civil service environment. ITAP's HR and training specialist assisted with process mapping and guiding the BPO in developing job descriptions to support the Ministry in career planning.

ITAP continued to build and strengthen human resource capacity through technical support and training with greater emphasis on mentoring to ensure that MOT staff receive the hands-on support they need to effectively fulfill their daily work responsibilities. With ITAP's support, the MOT was able to develop job descriptions for 461 positions out of 763 jobs. ITAP's HR specialist also coached the BPO taskforce in developing 10 new standard operating procedures (SOP) in order to effectively guide staff in performing their jobs properly. Seven formal training sessions took place this year, which focused on training new recruits, informing staff on redevelopment strategies, developing competency models and improving interviewing skills.

A. HR Strategic Planning

ITAP consultant Bougas worked with the BPO Head on developing a new organizational structure and staffing arrangements for the BPO. He completed an organizational chart with justifications for reorganizing the BPO. The proposed new organization closely links the Organizational Planning and Development Division with Human Resource Planning and Development Division. It also seeks to move the BPO away from its preoccupation with administrative matters regarding personnel promotions and transfers and to focus more on strategic concerns. Instead of attaching the administration of 'functional' employees to the Division of Organization and Management, as in the current structure and to which it has no relevant or working relationship, the new structure is combined together with the administration of structural employees under the Division of Personnel Administration.

Mr. Bougas also completed a report on *Building HRD Capacity in the Ministry of Trade*, which he presented to the Head of the Training Center, (Pusdiklat), Head of the BPO, and Pusdiklat staff for feedback before presenting it to the Secretary General. The report covered the following:

- Key organizations and agencies providing HRD services within the Ministry of Trade
- Major problems and issues that impede the Center for Education and Training in Trade (*Pusdiklat*), the Ministry's principle HRD institution, successful development and delivery of HRD programs
- Recommendations for overcoming these problems and strengthening *Pusdiklat's* capacity to develop and deliver HRD programs

In response to the final report presentation, the SecGen focused on what can be done to reform and strengthen Pusdiklat. ITAP discussed realistic options that received positive response. These options were then elaborated in the Terms of Reference (TOR), or action plans, outlining the following two strategies with estimated budgets, one or both of which might be selected by the SecGen for building capacity in Pusdiklat:

- Design and implement a major project sponsored by an international donor to build capacity in Pusdiklat.
- Embed a team of international/national consultants in Pusdiklat to build capacity through coaching and mentoring activities supported by short term courses and workshops.

Mr. Bougas will return to ITAP in early 2009 to begin implementation of the strategy.

B. Organizational and Operational Efficiency and Effectiveness

ITAP's HR specialist worked closely with a MOT HR/Training Specialist and a World Bank consultant to create a 'redevelopment' strategy for the BPO. The new plan aims to build on the recommendations made by the USAID report on restructuring the BPO. A main focus is to assist the BPO in undertaking a sequential approach to provide contemporary HRM services in a civil service environment. The strategy also aims to establish a BPO with the capacity to support the restructuring of the MOT. ITAP helped the BPO coordinate the following actions that need to take place in order for the redevelopment strategy to be successful:

- 1) Develop a communications strategy to introduce the new structure to BPO staff.
- 2) Identify staffing numbers in the proposed structure.
- 3) Establish unit roles and responsibilities for the new structure, and convey these to staff.
- 4) Develop job descriptions for all BPO positions including competencies and values.
- 5) Conduct a skills, competency, and behavior audit of all staff.
- 6) Match present staff to the new positions and identify gaps.
- 7) Conduct a selection and recruitment campaign for gaps and vacancies.
- 8) Develop and deliver an HRM training program which focuses on competency gaps and provides a general introduction to modern HRD.

ITAP collaborated with a World Bank consultant to carry out a workshop on the BPO's redevelopment plan. The objective of the workshop was to explain the purpose and strategy of the plan and gather reactions about the designed changes from the participants. The workshop discussed how the new plan will affect staff roles and suggested ways for staff to adapt to the changes. The participants were composed of 32 staff, primarily from echelons 3 and 4; the Head of the BPO was also an active participant. The workshop concluded with a commitment by BPO to enhance communication with and transparency to staff. The importance of continually informing staff and recognizing them for their accomplishments was stressed. The need to

improve problem solving, role modelling, teamwork, performance management and fair treatment was also discussed.

C. Job Analysis and Standard Job Competencies

ITAP's HR specialist assisted with process mapping and guiding the BPO in developing job descriptions to support the Ministry in career planning. With ITAP's support, the MOT was able to develop job descriptions for 461 positions out of 763 jobs over the course of 2008.

ITAP had planned to assist the MOT in developing standard job competencies for Echelons 3 and 4 of BPO and the Legal Bureau as a model. However, the BPO requested that ITAP expand this support by assisting in the development of competency models for the whole MOT. To address this, ITAP organized a training program on competencies which was attended by the BPO staff from Echelons 3 and 4. The objective of this workshop was to provide the participants with the concept, theory, practices, constraints and criteria that are necessary to effectively develop a competency model. The workshop was attended by 49 participants. The program was well received and the MOT used this knowledge as a foundation to develop the competencies needed to accommodate all functions within the Ministry.

ITAP assisted the Head of BPO in developing the project scope, approach, methodology and timetable for the MOT's new competency model. The HR specialist also mentored BPO staff in developing manpower planning using a workflow analysis method. This exercise enabled the BPO team to more accurately calculate the number of competencies and staff needed in the MOT. The HR specialist contributed to selecting the best qualified consultants to implement the program. With support from these consultants, the BPO will develop competency models for 16 new positions in the BPO and 14 new positions in the Planning Bureau. The BPO will first develop competency models for echelons 2, 3 and 4 in the Planning Bureau and BPO, which will serve as samples for the other ministry units, to be implemented in 2009.

D. HR Policies and Procedures

ITAP's HR specialist coached the BPO taskforce in developing 10 new standard operating procedures (SOPs). These systems provide individual staff with the information they need to perform a job properly. Furthermore, SOPs facilitate consistency in the quality of their work and reduce miscommunication. Below is a list of the 10 SOPs ITAP helped the BPO to develop:

- Organization Review and Planning Process,
- Job Analysis Process,
- Process for Organizational System and Processes,
- Formation Planning Process,
- Recruitment and Placement Process,
- Human Resources Development Process,
- Training Needs Analysis Process,
- HRD Planning Process,
- Career Planning and Tertiary Process, and
- Process for Professional Development Programs.

ITAP's HR specialist provided technical assistance to the BPO taskforce in developing a methodology, questionnaire, interview guide and problem solving tools to conduct a survey on the career development of "functional staff," which refers to employees with specific expertise who

are not positioned in the normal MOT structure. Functional staff have no subordinates and may move to higher grade levels within the Ministry if they are able to reach designated targets within a specified time period. The survey aimed to identify what issues are preventing the functional staff from meeting their targets on time and moving to higher grade levels. The Ministry has over 70 functional staff within the MOT, and the survey was conducted on a sample of 16 participants on August 6- 26. On August 27-28, the survey results were analyzed by the BPO and the Ministry of Bureaucracy Reform. Results found the primary root problem to be related to poor program management.

ITAP also worked with the World Bank in a joint effort to develop a training program for BPO's Human Resources team. This training will cover HR policies and effective implementation in global and regional practices, selection systems, performance management, promotions and merit, competencies and a human resources information system. The aim of this training is to provide the participants with a mixture of general concepts and specific case studies that represent both international and local practices. The World Bank will take the lead role in supporting this program implementation in 2009.

The BPO Head requested ITAP's support in developing a performance evaluation system for echelons 1 and 2. This request was in response to a decree from the Ministry of Administrative Reform requiring staff to retire at 56 years of age, with exceptions made to the age of 60 if the staff person has demonstrated excellent performance. With ITAP's support, a proposed draft system and criteria were submitted to the Head of the BPO and it is currently under review.

E. HR Mentoring and Training

ITAP continued to build and strengthen human resource capacity through technical support and training with greater emphasis on mentoring to ensure that staff receive the hands on support they need to effectively fulfill their daily work responsibilities. As described in Part C, ITAP's HR specialist led daily mentoring session sessions with the BPO task force to develop job descriptions, improve skills in recruitment and selection, and develop SOPs.

ITAP's HR specialist provided mentoring support to the BPO's taskforce, which consists of six new employees and four senior staff, on developing business processes for the Division of Organizational Review and Planning, and the Division of Human Resources Planning and Development. ITAP helped the task force to draft business processes on the following topics, which will be used as a basis to develop job descriptions:

- Organization Review and Planning sub Division,
- Job Analysis sub Division,
- Organizational System and Processes sub Division,
- Formation Planning sub Division,
- Recruitment and Placement sub Division,
- Human Resources Development sub Division,
- Training Needs Analysis,
- HRD Planning,
- Career Planning and Tertiary and
- Professional Development Programs.

ITAP conducted several HR training sessions this quarter. The first focused on interviewing skills and included seven participants from the BPO. The objective was to teach participants how to

administer interviews, including process, questions and style. It is important for BPO staff to develop this skill in order to more strategically hire and place new recruits.

ITAP, together with the MOT's BPO, organized a five-day orientation program for new recruits at the Ministry. The program was held from March 31 to April 4, 2008 at PPEI Building and included 152 participants. The purpose of this program was to help participants adapt to their new roles as professional civil servants at the MOT. Staff members who are properly trained and welcomed at the beginning of their careers feel more comfortable and confident about their choice of employment, and therefore adapt more easily to their new environments. The orientation consisted of lectures, discussions and workshops facilitated by senior level MOT staff. The orientation program had three main objectives:

- Help participants to understand the MOT's vision and mission.
- Build positive behavior and disciplined attitude.
- Build professional ethos through effective organizational culture.

On the last two days participants were given opportunity to observe some units in the Ministry through a complete MOT Tour. The evaluations from participants provided positive feedback, stating better understanding of the MOT's vision, mission and scope of responsibilities. Participants were also happy for this opportunity to meet their new colleagues. It is expected that through the MOTs involvement in planning and organizing the program, they will be able to independently organize orientation programs for future recruits.

A summary of ITAP's formal HR training sessions is summarized in the table below. They are described in more detail in their respective sections of this report.

Date	Topic	Participants
March 31 - April 4, May 7	Orientation Program for new MOT employees	152
May 7	MOT Reform Plan with focus on Legal Bureau Development and the Future BPO Strategic Role	11
May 8	BPO's Vision for 2009 Upward	17
May 29	Working Coordination Between Senior Staff and New Recruits of the BPO	10
July 7	Change Management: BPO's Redevelopment	32
August 14	Interviewing Skills	7
August 21-22	Developing Standard Competence	41
October 15-16	How to Develop a Competency Model	49

Information Technology

The MOT's dependence on technology has grown significantly in recent years as information technology (IT) in particular has become indispensable in supporting high quality and internationally competitive trade agreement research, development and learning. Recognizing the role that a modern, comprehensive IT system would play in improving day-to-day administrative processes, internal communication and research, the MOT requested ITAP's assistance to fully upgrade its IT systems to support its current and future business needs.

Following up on the needs assessment that ITAP conducted in 2006 on required network infrastructure, ITAP designed a full IT network layout for the new MOT building and invested \$3

million in equipment, software and services for the MOT. Support included provision of information technology (IT) equipment software and services (installation, customization and maintenance) to enable MOT personnel to effectively identify, analyze and communicate issues and data relevant to their work of developing and implementing trade policy. With a qualified Indonesian subcontractor in place to implement the process and a short term consultant to oversee the subcontractor's work, ITAP successfully ensured the realization of the requested activities. The MOT has since moved to the new building where ITAP provided planning and procurement for a data center, networking equipment, and an IP telephony system.

A. Data Center

Through its local subcontractor, ITAP STTA Yudhi Kukuh Kristiyantoro oversaw the planning, construction, and hardware procurement, installation, integration for servicing the new data center. Project planning took into account the facilities being provided in the newly constructed building; existing equipment to be relocated to the new facility and migration-related issues; new equipment that will be required; and current MOT operational needs and future scalability.

The data center's purpose is to provide services. Its design must therefore revolve around the care and feeding of the service providing equipment. The functional requirements of the data center therefore included the following:

- A secure place for the computer system, storage and networking devices
- To provide the necessary power to maintain all related devices
- A temperature controlled environment within the parameters needed to run the devices
- Connectivity devices for both inside and outside the data center

ITAP delivered a system that is composed of distributed applications and services that are centrally managed over a common unified platform. This integrated environment has increased both efficiency and use of network assets. The unified system enables all employees to readily access networked applications with greater speed and service quality than if delivered over a non-integrated infrastructure.

The framework is based on a three-layer design that incorporates all necessary network elements. These layers include an application networking services layer, a networked infrastructure layer and an interactive services layer. The layers are closely integrated with each other to facilitate and complement communication between applications and networked services, while simultaneously enhancing the performance and functions of the network as a whole.

B. Networking Equipment

ITAP managed and oversaw the planning, procurement, installation, integration and service for networking equipment required in the new MOT building and for full integration with other existing MOT facilities. The equipment consists of the following:

- Server aggregation switch
- Server access switch
- Core switch
- Building aggregation switches
- User access switch
- Wireless access point
- Network management systems (NMS) switch

- Network management
- Demilitarized zone (DMZ) server access switch

C. IP Telephony System

ITAP managed and oversaw the planning, procurement, installation, integration and service of a new digital IP telephony system to provide communications for all MOT employees located at the work sites in all buildings. The new system is expected to fully replace the existing telephony systems, and provides the MOT with a range of quality service equal to or better than that that pre-existing. The system is expected to provide a well integrated enterprise wide voice, data and messaging communications solution, with seamless future expansion potential.

The model selected for the IP telephony consists of a call processing agent located at a single site, with no telephony services provided over wide area networking (IP WAN). This allows each site to be completely self-contained. The main benefits of a single-site model are: 1) ease of deployment; 2) a common infrastructure for converged solution; 3) a simplified dial plan; and 4) no trans-coding resources required.

D. Training

The IT consultant supervised a training that was conducted for the data center operation team by an outside vendor, which was organized by ITAP's subcontractor. The training focused on FM-200 Fire Suppression Control, alarm and air conditioning, and included four participants. The consultant coordinated further training for ITAP's subcontractor to conduct, which will include five Cisco Certified Network Associate (CCNA) training sessions and a test voucher, in addition to two Cisco Certified Network Professional (CCNP) training sessions to ensure the MOT is properly trained to manage and maintain the new equipment.

Accrual Report

**Chemonics International, Inc. and
The International Center for Economic Growth, The Kaizen Company, Elan International**

A Task Order Proposal Under the Support for
Economic Growth and Institutional Reform (SEGIR)
Commercial, Legal and Institutional Reform (CLIR II) IQC
Contract No. AFP-I-00-04-00002-00 - RFP No. Indonesia 05-019

Budget Line Item*	Project Budget	ACTUAL and ACCRUED Expenses Through End of This Q1 FY09						Total
		ACTUAL Expenses Through end of Q4 FY08	ACTUAL and ACCRUED Expenses Q41FY09				Total	
			1st Month Oct-08	2nd Month Nov-08	3rd Month Dec-08	Total		
1	2	3	4	5	6	7 (4+5+6)	8 (3+7)	
Labor	\$5,950,139	\$5,143,607	\$65,340	\$143,864	\$139,968	\$349,232	\$5,492,839	
Travel and Transportation	\$480,562	\$440,382	-\$287	\$4,025	\$4,185	\$7,923	\$448,305	
Allowances	\$920,122	\$966,885	\$4,489	\$12,622	\$10,339	\$27,450	\$994,335	
Other Direct Costs	\$588,547	\$431,352	\$11,576	\$13,915	\$13,932	\$39,423	\$470,775	
Equipment, Vehicles and Freight	\$157,307	\$61,596	\$200	\$1,505	\$0	\$1,705	\$63,301	
Strategic Activities Fund	\$4,950,000	\$4,205,660	\$2,529	\$65,000	\$65,000	\$132,529	\$4,338,189	
Subcontracts	\$109,027	\$47,695	\$0	\$0	\$0	\$0	\$47,695	
G&A	\$288,223	\$246,331	\$740	\$3,883	\$3,738	\$8,361	\$254,692	
TOTALS	\$13,443,927	\$11,543,507	\$84,647	\$244,814	\$237,163	\$566,623	\$12,110,130	

Economics Training, Lectures and Mentoring

A. Workshops and Lectures

No.	Date	Title	Participants
TREDA Economic Research Workshop Series			
1	29 – 30 Jan 2008	Economic Trade Research Workshop Series #1 - Application of ECM for TPA	Day 1: 18 Day 2: 17
2	25 – 26 Feb 2008	Economic Trade Research Workshop Series #2 - Application of Linear Programming for Trade Policy Analysis	Day 1: 14 Day 2: 14
3	10 – 11 Mar 2008	Economic Trade Research Workshop #3 - Practical Sampling Methods for Trade Policy Analysis	Day 1: 18 Day 2: 19
4	17 – 18 Apr 2008	Two-day Economic Trade Research Workshop Series #4: Formulating Competitive Research Proposal	Day 1: 19 Day 2: 19
5	06 – 07 May 2008	Two-day Economic Trade Research Workshop Series #5 : International Trade and Trade Policy	Day 1: 24 Day 2: 19
6	27 – 28 May 2008	Two-day Economic Trade Research Workshop Series #6 : Basic Quantitative Methods for Trade Policy Analysis	Day 1: 19 Day 2: 18
7	25 – 26 Jun 2008	Two-day Economic Trade Research Workshop Series #7 : Comparative and Competitive Advantages : Theory and Application	Day 1: 18 Day 2: 14
8	31 Jul – 01 Aug 2008	Two-day Economic Trade Research Workshop Series #8 : Economic Integration : Theory and Applications	Day 1: 11 Day 2: 11
9	27 – 28 Aug 2008	Two-day Economic Trade Research Workshop Series #9 : Import Tariff and Export Tax	Day 1: 20 Day 2: 19
International Economic Trade Negotiations			
1	19 – 21 Feb 2008	Regional and Bilateral Agreements, Services Sectors and Domestic Regulations and Services	Day 1: 19 Day 2: 17 Day 3: 18
2	27 – 28 Feb 2008	For Focal Points of National Team in International Trade Negotiations Workshop on Regional Trade Negotiation Day	Day 1: 46 Day 2: 38
3	05 Sept 2008	Trade Communication Forum : How to become a Good Negotiator at International Trade Negotiations Level	26
E-Learning on International Trade in Services			
1	08 Jan 2008	Trade In Services and International Agreement and e-learning course	5
2	15 Jan 2008	Trade In Services and International Agreement Course	5
3	24 Jan 2008	Overview paper on Intl Trade in Services	18
4	31 Jan 2008	Overview paper on Intl Trade in Services	10
5	06 Mar 2008	Trade in Services on Domestic Regulations and GATS Agreement	10
6	13 Mar 2008	International Trade in Services - Domestic Regulations	8
7	04 Apr 2008	Presentation on Logistic Services and Meeting on Revised Draft Disciplines on Domestic Regulations	12
8	10 Apr 2008	Discussion on the Draft of Chairman's Text and Disciplines	13

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		on Domestic Regulations	
9	17 Apr 2008	Continual Discussion on the Draft of Chairman's Text and Disciplines on Domestic Regulation	6
10	24 Apr 2008	Meeting on Submission on the Overview Paper and Selected Issue on Trade in Services	1
11	30 Apr 2008	Presentation on Domestic Stakeholders Consultation and Coordination	5
12	15 May 2008	Presentation on Domestic Stakeholders Consultation and Overview the Latest Development of Services Negotiation	10
13	22 May 2008	Presentation on Trade in Services Mode 1 (Cross Border Trade)	7
14	29 May 2008	Review on the Draft of Joint Study Indonesia - India	5
15	05 Jun 2008	Review on the Draft of Joint Study Indonesia - India (Continued)	5
16	19 June 2008	Review on the Draft of Joint Study Indonesia - India (Continued)	4
Export Development and Diversification E-learning course			
17	25 Nov 2008	Basic Concepts, Theory and Empirical Evidence - Blended E-learning Course	20
18	02 Dec 2008	Basic Concepts, Theory and Empirical Evidence - Blended E-learning Course	15
19	09 Dec 2008	Basic Concepts, Theory and Empirical Evidence - Blended E-learning Course	14
20	15 Dec 2008	Basic Concepts, Theory and Empirical Evidence - Blended E-learning Course	8

A. Lectures

No.	Date	Title	Participants
Trade Research Expert Lecture Series			
1	08 April 2008	Trade Research Lecture Series : Regional Autonomy – Its impacts on Trade and Economic Growth	50
MITP Guest Lectures			
1	25 Jan 2008	The Basic Theory of Linear Programming for MITP Students	16
2	22 Feb 2008	MITP Expert lecture - The Doha Development Round Regionalism and Services	55
3	06 Mar 2008	MITP Students 2nd Batch - WITS Training	15

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B. Mentoring Support to TREDA in Economic Papers, MITP theses, and international trade and Policy Analysis

		Topic	Participants
Quarter 1 (January – March 2008)			
1	1 – 4 January	Mentored TREDA staff to prepare the Term of Reference (TOR) of Integrated Sugar policy	1
2	1 – 4 January	Supervised MITP student (Ayu and Bambang) on selection of research topic for their thesis.	2
3	1 – 4 January	Reviewed research report entitled “The Economic Impacts of Hypermarket on Traditional Retailer”	1
4	1 – 4 January	Assisted the Head of Domestic Trade Research and Development Center in formulating the justifications for importing sugar 110 thousands ton in 2008 and selected the importers (PPI and Bulog)	1
5	1 – 4 January	Reviewed and supervised Tama (DTRC’s Staff) on their research report : Study of After Sales Services	1
6	7 – 11 January	Supervised Yati (Data Trade Center) on preparing her paper on Barriers, Problem and Development Program for Food Processing Industries.	1
7	7 – 11 January	Reviewed, edited and revised a research report : Distribution System of Imported Beverages	1
8	14 – 18 January	Mentoring on TREDA Planning and Evaluation Handbook	1
9	14 – 18 January	Reviewed 2008 research proposals of Domestic Trade research Center TREDA	1
10	21 – 25 January	Supervised Ayu (MITP Student 2 nd Batch) on her research topic : advantage and disadvantages Learning and Preparing the CMSA (Methodology for Data Analysis)	1
11	21 – 25 January	Reviewed and edited Yuda’s internship program report on How Can Agricultural Products Entering Hypermarket : Learnt from Malaysia”	1
12	28 January – 01 February	Reviewed a research proposal entitled “Indonesian Integrated Sugar Policies.	1
13	04 – 08 February	Reviewed, edited and mentored power point for research proposal title “Domestic Sugar Market Policy”. In this activity the DTRC staff (Ninuk Rahayu Ningrum) gave her draft on power point for research proposal title “Domestic Sugar Market Policy”	1
14	04 – 08 February	Reviewed and edited a research proposal in power point namely : “Development of Economic Creative Sectors”	1
15	11 – 15 February	Mentored Ranni, a TREDA Staff, on her power point presentation of Policy Analysis on Price Stabilization of Rice and Cooking Oil	1
16	11 – 15 February	Reviewed a working paper related to CPO market integration written by TREDA Staff	1
17	11 – 15	Mentored Ninuk, a TREDA Staff, on her power point	1

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	February	presentation of Policy Analysis Policy Analysis on Domestic Sugar Market	
18	11 – 15 February	Reviewed, edited and revised a research report : Distribution System of imported Beverages	1
19	11 – 15 February	Continued to review and edited Yuda's internship program report on : How can agricultural products entering hyper market : lesson learnt from Malaysia	1
20	11 – 15 February	Review, edit and mentor Pak Lukman and Pak HaloMOAn on their power point for research proposal title "Hypermarket". Mentoring focus on : the problem statement is not mentioned clearly, methodology is not appropriate with research objective, and consistency between introduction and methodology	2
21	18 – 22 February	Started to mentor two proposals on the TREDA International Research Internship program	1
22	18 – 22 February	Mentored Miftah, a TREDA Staff, on her power point presentation of an Analysis of the Use of Warehouse Receipt to Improve Market Efficiency	1
23	25 – 29 February	Reviewed and mentored Iwan on his research report title : "Enhancing the Competitiveness of Indonesian Tropical Fruits Products : Learning from Indonesian Experience". It was focused on the Indonesian Experience on Enhancing the Competitiveness of Indonesian Tropical Fruit Products compare with Thailand Experience	1
24	25 – 29 February	Formulated questionnaire with TREDA staff for the study entitled Policy Analysis on Domestic Sugar Market	1
25	25 – 29 February	Reviewed 21 TREDA's progress of research proposal for 2007	1
26	25 – 29 February	Mentored Irma on her research report title : "Enhancing the Competitiveness of Indonesian AutoMOTive Components Exports : Learning from Indonesian Experience on Trade Policy". This mentoring focused on the problem statement and report outline	1
27	25 – 29 February	Reviewed Irma on her research report title : "Enhancing the Competitiveness of Indonesian AutoMOTive Components Export : Learning from Indonesian Experience on Trade Policy". This mentoring focus on the problem statement and report outline	1
28	3 - 7 March	Reviewed the 21 TREDA's research proposal 2008	1
29	03 – 07 March	Mentored Ranni on internship report, focused on the Formulation of Indonesian Sugar Reference Price based on that of Thailand	1
30	03 – 07 March	Supervised Ninuk and her team on developing ac action plan of their research on Domestic Sugar Market Policies. The action plan developed included identification of data, revision of questionnaire, time schedule and surveyor team	2
31	03 – 07 March	Edited a draft written by Endang and Bowo, DG ITC Staff regarding to GSP on Indonesia tire export to USA	2
32	03 – 07 March	Reviewed 5 research proposals for 2007 Domestic Trade Research Center.	1

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33	03 – 07 March	mentored Ibu Ninuk and Ibu Eli on her research preparation for collecting data. Bu Tjahja (Director of DTRC) requested to ITAP trade economists to supervise the process of data collection that will be started by the end of March 2008.	3
34	10 - 14 March	Reviewed 11 research proposals coming from the bidding company for the Domestic Research Center	1
35	10 - 14 March	Mentored Ranni and Tari on their research proposal of Domestic Food Market Stabilization, especially on data collection	2
36	10 - 14 March	Mentored power point presentation for the Internship Research Program Report for Ranni Resnia on her study title formulating sugar preference price : learning from Thailand experience.	1
37	17 - 21 March	Mentored on the determination of the sugar floor price and sampling design and sampling methods.	1
38	17 - 21 March 2008	Reviewed and revised Bu Ninuk and Miftah on their research TOR title study of the utilization of warehouse receipt on trade. The mentoring focused on the flow of research background, problem statements and research objectives.	2
39	24 – 28 March	Mentored on developing and enriching their research proposals, four research proposals (consumer appreciation on market brand to proMOTe domestic production, comparison of business climate indicators, effective rate of protection, and impact of tariffs reduction on corn) were reviewed.	1
40	24 – 28 March	Mentored Miftah on his research TOR title study of the utilization of warehouse receipt on trade. The mentoring focus on the correction of the flow of the research background, problem statements and research objectives	1
41	24 – 28 March	Reviewed, edited and mentored Yati on her paper title : “Empirical Evidence of Soybean Processing Industry”. The mentoring focus on the improvements of the report to be more meaningful, making clear of each statements she wrote, the report flow as well as editing the English language.	1
42	24 – 28 March	Mentored Ibu Ninuk and her staff on their study title : “Analysis Study on Domestic Sugar Market Policy”. Mentoring focus on the kinds of data that should be collected in the field work in order to provide evidence that there is flow of sugar from consumption to Industry and vice versa. The mentoring also focused to improve the research proposal to be more clear and understandable particularly on the research methodology section.	2
Total Q1 Participants			51
Quarter 2 (April – June 2008)			
43	1 - 4 April	Mentored Ibu Ninuk and Yati on their paper (policy memo) the impact of changes in the rice floor price to	2

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		the inflation.	
44	1 - 4 April 2	Supervised TREDa Staff on conducting field survey in Surabaya from March 31 – April 02, 2008. The supervision included managing field survey, interviewing and sampling design and procedure	1
45	1 - 4 April	Reviewed 15 MITP research topics mainly on feasibility and challenges the topics	15
46	1 – 4 April	Prepared a brief reports regarding to the results of the field survey in Surabaya, East Java	1
47	1 - 0 April	Supervised Sigit on his power point on preparing the field office work. The mentoring included how to make coding on data collected from the field survey, how to interpret the data to be reported, and how to relate the collected data to the research objective.	1
48	1 - 4 April	Supervised Iwan on his power point presentation on “Enhancing the competitiveness of Thailand Tropical Fruits”. The mentoring focused on how to make a key point when he makes the power point presentation, the sequence of the power point contents and the contents of his study.	1
49	7 - 11 April	supervised Yudha on his power point presentation on “Consumer Appreciation on the Domestic Brand” and Bu Heni on her power point presentation “After Sale Services”. The mentoring focused on how to make a key point when he makes a power point presentation, the sequence of power point contents and also the contents of his study.	2
50	7 - 11 April	Supervised Ayu and Dea on selecting their research proposal	2
51	7 - 11 April	Supervised Hamdani, TREDa Staff, on data analysis regarding to rice price instability	1
52	7 – 11 April	Prepared field survey report that was conducted last week in Surabaya with TREDa staff. The report basically outlined the important findings, view of the stakeholder and data related to the domestic sugar policy.	1
53	7 – 11 April	Assisted TREDa staff to look for a resource person for knowledge sharing on processing and marketing horticulture products	1
54	14 - 18 April	Supervised Iwan to prepare power point presentation on “Enhancing the Competitiveness of Thailand Tropical Fruit”	1
55	14 - 18 April	Supervised Yati, a TREDa Staff, on writing a paper entitled “2007 Trade Performance”. The supervision was focused on formulation of the objective of the paper, outline and data presented in the paper	1
56	14 - 18 April	Supervised the follow up field research on Surabaya with DTRC staff on preparing field office report	1
57	14 – 18 April	Assisted TREDa staff to look for a speaker for next lecture series. Thomas Darmawan. The Head of GAPMI (Indonesian Food and Beverages Association) was	1

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		selected	
58	21 - 25 April	Reviewed the power point materials of TREDA entitled Appreciation of Consumer on Domestic Trade Mark that will be disseminated on 22 April. It was nsuggested to reorganize the structure of the presentation and to refine the contents, mainly on policy recommendations	1
59	21 - 25 April	Supervised MITP students (Suci, Lintang, Erick and Wara) on selecting their research proposal, focusing on the research problem development	4
60	21 - 25 April	Supervised MITP Students (Ayu and Dea) in selecting her thesis topic. Two topics namely sugar and rubber related issues were discussed	2
61	21 - 25 April	Supervised MITP students (Bambang, Erick and Suyanto) in selecting their thesis topic related to sugar domestic market stabilization, price analysis and investment climate are likely to be selected as their thesis	3
62	21 - 25 April	Supervised TREDA Staffs (Asyhari and Benny) on result of their survey regarding to price stabilization of rice and cooking oil	2
63	21 - 25 April	Mentoring on Commodity Profile: Furniture	1
64	21 - 25 April	Supervised a TREDA Staff, Yati on data analysis on Indonesia Export performance	1
Total Q2 Participants			46
1	1 - 2 May	5 research proposals on Internship Program	1
2	01 - 02 May	Supervised a TREDA Staff, Bagus, on sugar distribution system. The supervision was focused on the revision of MOT Decree regarding to sugar distribution system	1
3	01 - 02 May	Supervised a TREDA Staff, Hamdani, on Domestic Price Stabilization of rice and cooking oil. The supervision was focused on the progress of the study, such the results of survey and questionnaire	1
4	05 - 09 May	Supervised Tari on the concept of Error Correction Model and its application	1
5	05 - 09 May	Supervised 14 MITP students in selecting their thesis topics to have at least their preliminary materials for their research topics	14
6	12 - 16 May	supervised a TREDA Staff, Yati, on estimating the impact of fuel price hike on Indonesia trade balance	1
7	12 - 16 May	Market Potential in Kalimantan Border area	1
	12 – 16 May	Continued to supervise TREDA Staff (Hamdani and the team) on domestic price stabilization of rice and cooking oil. The supervision was focused on the progress of the study, mainly on description of cooking oil market structure	1
8	12 - 16 May	Assisted the Head of Foreign Trade Research Center in selecting experts and company regarding to a study of the proMOTion of export of rubber-based autoMOTive components	1

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9	26 - 30 May	Assisted TREDA staff on data analysis of Domestic Market Sugar Policies	1
10	26 - 30 May	Assisted TREDA staff on data analysis of domestic market stabilization on cooking oil focused on the use of ARIMA model for price forecast	1
11	26 - 30 May	Supervised Bagus on the survey result from Surabaya on estimating the absorption of sugar in the consumption and industrial market and also provided briefing for Ibu Tjahja on the survey result from Surabaya on estimating the absorption of sugar in the consumption and industrial market.	1
12	26 - 30 May	Formulated a policy paper entitled Sugar Market Heading Its New Equilibrium : Golden Chance for Indonesia Sugar Industry. This policy paper was a request from the Head of Foreign Trade Research and Development Center, TREDA.	1
13	26 - 30 May	Mentored TREDA Staff (Nouva) on her research proposal of the impacts of special economic area on the local economy and trade	1
14	26 - 30 May	Reviewed policy memo of improving the role of regional distribution center, written by TREDA staff (Ninuk Rahayuningrum)	1
15	02 – 06 June	Policy Analysis of Domestic Sugar Market	1
16	02 – 06 June	Prepared a template on the tariff harmonization of sugar with TREDA Staff	1
17	02 – 06 June	Mentored Umar and Bu Siswanti to prepare the 2009 research proposal title “Forecasting Model for Indonesian Non-Oil Export”	2
18	09 – 13 June	Supervised MITP students (Ayu and Bambang) on their research proposal. The supervision was focused on the formulation of research objectives and selection of the method of analysis	2
19	09 – 13 June 2008	Planning and Evaluation Handbook	1
20	09 – 13 June	Mentored Sigit on his research proposal title “The Distribution System on The Staple Food (Sugar, Rice and Floor) in the eastern Indonesia”	1
21	16 – 20 June	Sugar Integrated Policy	1
22	16 – 20 June	Supervised TREDA staffs (Hamdani, Bagus and Miftah) for formulation of 2009 research proposal. The supervision was focused on the formulation of research topics, problem definitions, objectives and selection of method analysis	3
23	16 – 20 June	Mentored TREDA staff (Ninuk, Elly, Sigit and Bambang) on preparing their survey that will be conducted next weeks	4
24	16 – 20 June	Supervised Sigit – DTRC Staff on the collecting data in BPS	1
25	16 – 20 June	Supervised Ibu Ninuk on the regression analysis to estimate the refined sugar model	1

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26	23 – 27 June	Supervised Ibu Heni on her study : Study on the Distribution System of Milk Industry in Indonesia which focused on helping her to find her research problem, research questions and objectives	1
27	23 – 27 June	Supervised Ibu Ninuk on her study : Klausula Baku in the Property Sector which focused on finding her research problem as well as research methodology including conceptual framework, data analysis, data and its source and sampling method.	1
28	23 – 27 June	Mentored DTRC staffs (Ninuk, Elly, Sigit and Bambang) on preparing the survey on Domestic Sugar Policy	4
Total Q2 Participants			52

Quarter 3 (July – September 2008)			
29	01 – 04 July	Prepared a term of reference for a study entitled The Dynamic and Prospects of Indonesia Export to the Indonesia Main Trade Partners	1
30	01 – 04 July	Prepared a policy memo regarding to sugar trade policies for the DG of Foreign Trade. The policy memo basically addressed three issues, namely sugar import tariff, distribution system and farmer reference price	1
31	07 – 11 July	Supervised TREDA staff on conducting field survey in Banten regarding to sugar distribution system. The supervisions were focused on the selections of respondents and interviewing techniques	1
32	14 – 18 July	Mentored TREDA staff, Yati, on data analysis regarding to estimation of the sources of Indonesian Economic Growth	1
33	21 – 25 July	Supervised TREDA staffs (Hamdani and Tari) on data management of the study entitled Domestic Trade Price Stabilization of Rice and Cooking Oil	2
34	28 – 31 July	Supervised Training Center Staff (Nur Hadiyati) in developing a curriculum for the training entitled information and statistical workshop.	1
35	04 – 08 August	Mentored MITP students (Suci and Wara) on developing their research proposal mostly on the methodology.	2
	04 – 08 August	Reviewed the questionnaire prepared by DTRC on conducting survey on the best practices of the India's Country Policy to stabilize the price of strategic commodities	1
36	04 – 08 August	Supervised TREDA staff (Nouva) on determining the optimum export tax for wood products	1
37	04 – 08 August	Indonesian CPO Export Analysis	1
38	04 – 08 August	The impact of Domestic Trade Regulations	1
39	11 – 15 August	Optimum distribution system model	1
40	11 – 15 August	Supervised 2 MITP students on their thesis formulation. The supervisions were focused on the formulation and scope of the study and research methodology	2

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41	11 - 15 August	Impact analysis of rubber supply control in International Rubber Markets	1
42	11 – 15 August	The Impact of Government Policy on the Welfare	1
43	11 – 15 August	Monthly Price projection of 9 commodities	1
44	18 – 22 August	After Sale services	1
45	18 – 22 August	Assisted TREDa staff (Yance) to prepare TREDa sharing knowledge seminar that will be held on August 21.	1
46	18 – 22 August	5 research proposals on the job training with FTRC, DTRC, and BCRC	1
47	18 – 22 August	Distribution System of Imported alcoholic beverages	1
48	18 – 22 August	Commodity Profile	1
49	25 – 29 August	Supervise a work plan related to “Communication Forum of TREDa Researcher	1
50	25 – 29 August	Supervising TREDa Staff on formulating policy memo in response to the volatile of the price of staple food in response to Hari Raya	1
51	25 – 29 August	Supervise on TREDa Plan for 2008 Training Program	1
52	25 – 29 August	Supervise on writing a policy memo entitled “Policy alternative for cooking oil price stabilization	1
53	25 – 29 August	Blue Print for Action: National Team on International Trade Negotiations	1
54	01 – 05 September	Comparison study of floor price on sugar	1
55	01 – 05 September	Mentored DTRC staffs (Hamdani and Tari) on preparing data and analysis on their research Domestic Price Stabilization of Rice and Cooking Oil including data management, model estimation and model re-specification	2
56	01 – 05 September	Supervised TREDa staff (Yudha) to prepare his presentation of International of Internship Program to Malaysia	1
57	08 – 12 September	Enhancing the competitiveness of Indonesian Auto-Part Components: learning from Thailand AutoMOTive Industry	1
58	15 – 19 September	Supervised 2 MITP students on their thesis. The supervisions were focused on research objectives and the formulation of research methodology	2
59	15 – 19 September	Reviewed the questionnaire prepared by DTRC on conducting survey on the best practices of the India’s Country Policy to stabilize the price of strategic commodities	1
60	22 – 26 September	Assisted TREDa staff (Hamdani and Tari) on development of questionnaire that will be used in their trip to India	2

Total Q3 Participants 39

Quarter 4
(October – December 2008)

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1	01 – 03 October	The Analysis of the Potential Effects of the Mandatory Standard to the Performance of Domestic Industry (MITP)	1
2	01 – 03 October	Analysis of Import Tariff Policy on Processed Cocoa product in Indonesia (MITP)	1
3	01 – 03 October	Impact Analysis of Rice Import Tariff Policy to Domestic Rice Market (MITP)	1
4	01 – 03 October	TREDA Research Communication Forum	1
5	01 – 03 October	TREDA Statistic Forum	1
6	01 – 03 October	Analysis of After sale services	1
7	01 – 03 October	Evaluation of Consumer Appreciation to strengthen domestic produced goods	1
8	01 – 03 October	Evaluation of Regional Distribution Center	1
9	01 – 03 October	Sustainable development of Indonesia Non-Oil Export Master Plan	1
10	01 – 03 October	Possibility of FTA between Indonesia-Australia	1
11	01 – 03 October	Supervised a MITP student on preparing his master thesis. The supervisions were basically on research methodology and data analysis	1
12	06 – 10 October	Assisted TREDA Staff to prepare their power point presentation on food stabilization policy that will be presented on November 04 in FGD forum, in Treva Hotel Jakarta.	1
13	13 – 17 October 2008	How can Indonesia's Agricultural Products Penetrate Modern Market	1
14	20 – 24 October 2008	Supervised MITP student (Ayu) on her research thesis that focused on interpreting data analysis and writing the result of her research thesis.	1
15	27 – 31 October 2008	Reviewed the result of the data analysis for the Ministry of Agriculture	1
16	03 – 07 November 2008	Supervised MITP student (Yonathan) on his research thesis. Supervision was focused on interpreting data analysis and the criteria as a good model.	1
17	03 – 07 November 2008	Briefed TREDA staff (Ari and Sigit) regarding to the formulation of TREDA research master plan. We discussed about the general outline of a research master plan and the procedure to formulate a master plan.	2
18	10 – 14 November 2008	Assisted TREDA staff (Bagus) on writing an executive summary and policy memo related to a research report sugar domestic market policy	1
19	10 – 14 November 2008	Enhancing the competitiveness of Indonesian Agricultural Fruit Export.	1
20	10 – 14 November 2008	Supervised a TREDA staff (Sigit) on how to reedit the MOT Annual Report based on inputs from all DGs	1
21	10 – 14 November 2008	Supervised MITP student (Yonathan) on his research thesis which focused on data analysis emphasize on the data transformation using e-views to get a better model.	1

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22	17 – 21 November 2008	Supervised TREDA staff (Nouva) on assessing the optimum export tax for timber	1
23	17 – 21 November 2008	Distribution system of Imported Beverages'	1
24	24 – 28 November 2008	Supervised Yati on Intra Industry Trade Issues	1
25	24 – 28 November 2008	Supervised Sigit (MITP) on economic modeling	1
26	01 – 05 December 2008	Worked with Roger on the GAP Analysis on Export Improvement and Investment	1
27	01 – 05 December 2008	Supervised Renni on her power point on the market development on based rubber product	1
28	08 – 12 December 2008	Worked on editing MOT Annual Report	1
29	08 – 12 December 2008	Helped Arief Adang, The Head of Foreign Trade Research and Development on preparing paper on Palm Oil Based CPO Development Policy to Stabilize CPO Price.	1
30	01 – 05 December 2008	Supervising TREDA staff (Nouva) on assessing the optimum export tax for timber	1
31	01 – 05 December 2008	Edited MOT Annual Report with Dr. Pasaribu	1
32	01 – 05 December 2008	Writing policy memo on price stabilization of CPO and cooking oil based on a pertaining study on the products	1
33	01 – 05 December 2008	Reviewing policy memo of 2009 reference price of rice which had been drafted by senior TREDA Staff.	1
34	08 – 12 December 2008	Developed working paper on food distribution system with TREDA staff (Bagus and Elly)	2
35	08 – 12 December 2008	Supervising TREDA staff (Tari) on writing of a scientific paper entitled market structure of cooking oil	1
36	08 – 12 December 2008	Supervising TREDA staff (Rani) on writing of a scientific paper entitled the performance of cooking oil market	1
Total Q4 Participants			38
Total 2008 Participants			226

A. Mentoring Support in International Trade in Services (by STTA Adolf Warouw)

No	Topic		Participants
Quarter 1 (January – March 2008)			
1	7 – 11 January	Provided mentoring support to Adrian Lubis of TREDA of the substance of the overview paper being prepared for presentation in the presentation meeting starting next week on international trade in services	1

Appendix I

No	Topic		Participants
2	11 – 14 February	Continued mentoring members of the services team for the finalization and presentation of their overview paper on international trade in services	11
3	3 – 7 March	Mentored the MOT's International Trade in Services Team on the movement of natural persons and on the overview papers on trade in services	10
4	3 – 7 March	Prepared power point presentation on Domestic Regulation for the regular meeting with the MOT's Services Team	
5	10 – 14 March	Prepared and made presentation on Domestic Regulation and Trade in Services at the regular meeting of the MOT's International Trade in Services Team as part of the monitoring activities	8
6	17 – 21 March	Held discussion on the Draft Chairman Informal Note on Disciplines on Domestic Regulation Pursuant to GATS Article IV : 4 with members of the services team and Gatot Prasetyo Aji of DGITC	1
7	24 – 28 March	Prepared list of services issues in collaboration with Gatot Prasetyo Aji of DGITC for the services team's regular meeting agenda being part of training and mentoring support for the team members	1
8	24 – 28 March	Conducted interview with Tiur Rumondang from the National Secretariat for the Sub Regional Economic Cooperation under the Economic Coordinating Ministry on the role, function, tasks and structure of the national secretariat and sub regional organization	1
Total Q1 Participants			33
Quarter 2 (April – June 2008)			
9	1 – 4 April	Provided mentoring support on the discussion of Indonesia's trade in logistic services prepared and presented by Ni Made Kusumadewi, member of the Services Team	12
10	7 – 11 April	Provided mentoring support for the MOT's Services Team members on the reviewing of the revised draft on the Disciplines on Domestic Regulations	13
11	14 – 18 April	Prepared substantive review for regular meeting discussion for the services team on the chairman's draft Services Text on Elements required for the Completion of the Services Negotiations	6
12	21 – 25 April	Helped preparing a special session / guest lecture to be delivered by USTR Senior Official on WTO's Trade in Services for the MITL students and MOT's Services Team members at UI Salemba	1
13	21 – 25 April	Mentored some members of the MOT's Services Team on the future works and assignments for each members of the team based on the already established ministerial decree	6
1	12 – 16 May	Mentored the members of the Services Team focusing on the effective utilization of the individual members, the constraints being faced by the Team members and the remaining members that had not submitted their overview	10

Appendix I

No		Topic	Participants
		papers on international trade in services	
2	12 – 16 May	Prepared a memo with briefing paper to Pak Heri Sutanto, Director General of ITC, focusing on the need to put the services team into operational works and work out the detailed organization and division of labors of the members of the team in order to implement the tasks specified in the Ministerial Decree	1
3	19 – 23 May	Mentored support to the members of the services team on issues related to a few services sectors (insurance, logistic) held discussion on the results of the recent signaling conference on trade in services and on the need for broader consultations with domestic stakeholders and the challenges associated with it	7
4	26 – 30 May	Prepared and made power point presentation on cross – border supply of trade in services with special reference to India, for members of the services team	5
5	2 – 06 June	Conducted a review on the latest revised Chairman Text on Services for presentations and discussion in regular meeting of the services team	5
6	9 – 13 June	Conducted a comprehensive review on the draft India – Indonesia Comprehensive Economic Cooperation focusing on trade in services for presentation and discussion at the regular meeting of the services team	4
7	16 – 20 June	Prepared substantive inputs for the preparation of report on the results of meeting held with the top faculty members of FHUI on the problems encountering the finalization of the existing MITL program and on the second batch of the program, and the provided some suggestions	15
8	23 – 27 June	Helped Dian prepare the extended list of candidates beyond the MOT to be selected for the second batch MITL program and made communication with the relevant officials in those other ministries or agencies	1
Total Q2 Participants			86
Quarter 3 (July – September 2008)			
9	1 – 04 July	Assisted the MOT's services team in organizing the preparatory works for the substantive revision of the Draft Joint Study on the India – Indonesia's Comprehensive Economic Cooperation, particularly in the area of trade in services	1
10	7 – 11 July	Assisted DGITC in preparing substantive analysis on the last – revised draft of the domestic regulation (Draft Dicipines on Domestic Regulations) as proposed by the Chairman of the working party on Domestic Regulations as now being negotiated by WTO members	1
11	4 – 8 August	Prepared a memo to the new DGITC on the works being undertaken and soon be completed in two areas, i.e. training / mentoring supports for the members of the MOT's International Trade in Services Team and preparation of the draft organization of the ITAP – Proposed office of the National Team on International Trade Negotiations	1

Appendix I

No		Topic	Participants
12	11 – 15 August	Finalized the English translation of the memo prepared and sent to Director General of ITC on the progress and follow up actions on ITAP Capacity Building program to and in collaboration with DGITC	1
1	1 – 5 September	Prepared English translation of the introductory notes to the Draft Organizational Structure and job description of the Secretariat /Office of the National Team on International Trade Negotiations	1
2	8 – 12 September	Provided consultancy support to DGITC for the follow up of the WTO Services signaling conference and the subsequent negotiation process for the final offer and commitments on services negotiation	1
3	15 – 19 September	Provided consultancy and mentoring support to DGITC staff on the formulation and interpretation of the horizontal commitments inscribed in the existing Indonesia's schedule of commitments relating particularly to labor and immigration provisions applied to foreign personnel	1
Total Q3 Participants			7
Quarter 4 (October – December 2008)			
4	10 – 14 November	Helped Dian liaising with the FHUI graduate program on the preparatory works that FHUI needed to be taken for the launching of the second batch of the MITL program	1
5	1 – 05 December	Prepared Power Point Presentation on Export Potential of Indonesia's Trade in Services to be presented at ITAP's Training Course on Export Development and Diversification	20
6	1 – 05 December	Assisted Roger in preparing Report on Improving Exports, Investment and Market Information	1
7	1 – 05 December	Reviewed the draft report for Greg McGuire and Dr. Jose Tongzon and participated in Seminar on Indonesia's Interests in Logistic Services at International Trade Negotiations, organized by TAMF	2
8	08 – 12 December	Prepared and made a power point presentation on Export Potentials for Indonesia's Trade in Services at the Export Development and Diversification Training Course. Organized by ITAP and WBI at MOT on December 09,. 2008	14
9	8 – 12 December	Assisted Roger on the further refining of the draft report on Improving Exports, Investment and Market Information	1
10	8 – 12 December	Provided mentoring support to three MITL students in finalizing their respective thesis dealing with particular areas of services sectors.	3
Total Q4 Participants			42
Total Participants			168

Legal Seminars, Workshops and Mentoring

A. Legal Seminars and Workshop Series

No.	Date	Participants
WTO Dispute Settlement: Advanced Workshop and Case Simulation		
1.	28 January	50
2.	29 January	47
3.	1 February	46
Deficiency Questionnaire Writing		
4.	29 January	10
Cost Accounting		
5.	31 January	7
Seminar on Anti-dumping – On Site Investigations (KADI)		
6.	4 Feb	9
Training on Legislative Drafting		
7.	8 April	26
8.	10 April	22
9.	11 April	22
10.	14 April	21
11.	17 April	20
12.	18 April	16
13.	21 April	15
14.	24 April	14
15.	25 April	16
16.	29 April	16
17.	30 April	17
18.	2 May	19
19.	6 May	20
20.	8 May	20
21.	9 May	17
22.	13 May	15
23.	15 May	16
24.	16 May	19
25.	28 May	31
Video Conference on International Trade Law with Maastricht University		
26.	16 April	36

Appendix II

No.	Date	Participants
27.	23 April	34
28.	7 May	30
29.	21 May	28
30.	4 June	31
WTO and ASEAN Dispute Settlement and Compliance: A Comparative Analysis		
31.	15 December	62
32.	16 December	45

B. Mentoring and Counseling

No.	Date	Type of Legal Counseling	Participants
1	3 January	Meeting with LB officials, Arief, Nunik, and Wibisono to discuss on Ministerial Decree on anti-circumvention and Draft of Commercial Law	3
2	7 January	Advising Bani (MITL student) on the forms of Antidumping duties because he is writing an article on antidumping for the ITC journals	1
3	9 January	Meeting and advising Pak Deddy Saleh (Director of Multilateral), Pak Alfons and officials from ITC, KADI, MOSF on the proposed chairman text concerning antidumping, subsidy and fisheries subsidy. Issues discussed were zeroing, lesser duty rule, refund process, new shipper review, circumvention, length of imposition and S&D treatment for fisheries subsidy;	7
4	9 January	Advising Arief and Nunik from LB on circumvention and certificate of origin to optimize trade remedies action	2
5	15 January	Advising ITC, KADI, MOSF on the comparative study on fisheries subsidy and the chairman text on antidumping	9
6	16 January	Continue advising ITC KADI and MOSF on the chairman text and assist them in drafting Indonesia position on the text	8
7	17 January	Advising Agung from Trade Defense on Thai AD case on Indonesian glass	1
8	17 January	Advising Pak Alfons from ITC on zeroing and lesser duty rules	1
9	18 January	Advising Rifah of Legal Bureau on other countries commercial law	1
10	18 January	Advising MITL students on thesis topics	17
11	22 January	Advising Agung and Pak Zaenal from Trade Defense on Thai antidumping case involving Indonesian glass	2
12	22 January	Advising the Ministry of Seas and Fisheries on Indonesia position to the Chairman text concerning fisheries subsidy	6

Appendix II

No.	Date	Type of Legal Counseling	Participants
13	24 January	Advising the Ministry of Industry on the compliance of the textile subsidy scheme for regeneration of machineries granted by the Ministry of Industry with the WTO law on Subsidy. The SecGen, Director General of ITC, other echelon II officials and head unit of the Ministry of Industry.	14
14	25 January	Working on draft comments on AD negotiations, and assist with preparing remarks	1
15	26 January	Working on draft comments on AD negotiations, and assist with preparing remarks	1
16	4 February	Advice on standing issue in antidumping investigation	1
17	5 February	Advising Legal Bureau on anti circumvention issue	2
18	5 February	Researching with MOT on Rules issues	2
19	6 February	Meeting with MOT and MOSF on Fisheries Subsidies and antidumping	10
20	8 February	Assisting Legal Bureau on registering to the WTO e-training courses;	3
21	8 February	Assist MOT in drafting remarks on WTO Rules negotiations	1
22	9 February	Assist MOT in drafting remarks on WTO Rules negotiations	1
23	11 February	Review ASEAN Consumer protection request and assist them with comments	1
24	12 February	Review ASEAN Consumer protection request and assist them	1
25	12 February	Working on draft comments on Fisheries Subsidies negotiations	2
26	13 February	Advising MITL Students; Dian and Moogi on their proposal thesis	2
27	14 February	Advising MITL Students Naufal and Ayu on their thesis proposal	2
28	15 February	Advising MITL Students Eko, Michele and Banny on their thesis proposal	3
29	15 February	Working on draft comments on Rules and Fisheries Subsidies negotiations	2
30	16 February	Working on draft comments on Rules and Fisheries Subsidies negotiations	2
31	16 February	Advising Pak Untung and Ibu Endang from DG ITC on modification of GSP Scheme relating to Indonesian PET Raisin and Rubber Tires products	2
32	16 February	Advising Pak Untung and Ibu Endang from DG ITC on modification of GSP Scheme relating to Indonesian PET Raisin and Rubber Tires products	2

Appendix II

No.	Date	Type of Legal Counseling	Participants
33	18 February	Review ASEAN Investment issues and assist with negotiation topics	1
34	19 February	Review ASEAN Investment issues and assist with negotiation topics	1
3	19 February	Working on draft comments on GSP issues for DGITC	3
36	21 February	Advising Pak Untung and Ibu Endang from DG ITC on modification of GSP Scheme relating to Indonesian PET Raisin and Rubber Tires products;	2
37	22 February	Advising Pak Untung and Ibu Endang from DG ITC on modification of GSP Scheme relating to Indonesian PET Raisin and Rubber Tires products;	2
38	22 February	Advising on ASEAN Investment issues and assist with negotiation topics	1
39	22 February	Advising MITL Students Didiet, Komang and Berli on Thesis Proposal	3
40	25 February	Meet with Trade Defense to discuss Sunset Review amendments	2
41	26 February	Tutoring MITL students, Sigit and Iman on preparing their thesis proposals	2
42	27 February	Advising Trade Defense on list of questions prepared by Jim Taylor on Thai's customs valuation on cigarette product;	1
43	28 February	Tutoring MITL students, Iffah and Novi on preparing their thesis proposals	2
44	29 February	Discussion with DGITC on ASEAN negotiations on investment issues	1
45	3 March	Meeting with Pak Sonny and Ibu Fitri from UI and lawyers from LB and other DGs/Agencies regarding the training on Legislative Drafting	20
46	3 March	Met with Pak Freddy of Trade Defense to discuss the questions I had prepared concerning the customs duty issue in Thailand	1
47.	4 March	Assisting Prof. Sidik Suraputra and Adijaya Yusuf on MITL International Trade Related Dispute Settlements	17
48.	6 March	Tutoring MITL students, Hadi and Nawandaru on preparing their thesis proposals	2
49.	11 March	Assisting Prof. Sidik Suraputra and Adijaya Yusuf on MITL International Trade Related Dispute Settlements	17
50.	13 March	Advising government officials from ITC, Trade defense and KADI on rules negotiation on AD Agreement	10
51.	14 March	Tutoring MITL student Sigit on preparing their thesis proposals	1
52.	14 March	Advising official from Bilateral) on Post Statement on CNL	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
		Waiver of the Indonesia's export of New Pneumatic Rubber Tires (HS 4011.10.10)	
53.	18 March	Assisting Prof. Sidik Suraputra and Adijaya Yusuf on MITL International Trade Related Dispute Settlements	17
54.	25 March	Advising rules division on Indonesia Position in the rules negotiation meeting in Geneva on Fisheries Subsidy	10
55.	25 March	Assisting Prof. Sidik Suraputra and Adijaya Yusuf on MITL International Trade Related Dispute Settlements	17
56.	26 March	Advising Arief Wibisono on the Hague Convention consisting of the Service Convention, Convention on abolishing the requirement of legalization for foreign public documents, Convention on international access to justice, Convention on the taking of evidence abroad in civil or commercial matters	1
57.	27 March	Advising Arief Wibisono on the Hague Convention consisting of the Service Convention, Convention on abolishing the requirement of legalization for foreign public documents, Convention on international access to justice, Convention on the taking of evidence abroad in civil or commercial matters.	1
58.	28 March	Mentoring MITL students on first chapter of their Masters thesis.	17
59.	28 March	Advising Arief Wibisono on MOT position in Private International Law Conventions which related to exchange documents	1
60.	1 April	Advising Trade Defense on the possibility of Indonesia submitting a proposal concerning sunset review in the rules negotiation	1
61.	1 April	Advising Legal Bureau on Foreign Investment ProMOTion and Protection Agreements with Canada	1
62.	1 April	Assisting on MITL International Trade Related Dispute Settlements	17
63.	2 April	Advising Legal Bureau on Indonesia-Canada FIPAs in particular on the issue of minimum standard requirement	1
64.	3 April	Advising Legal Bureau on draft trade agreement with Mexico	1
65.	8 April	Assisting on MITL International Trade Related Dispute Settlements	17
66.	11 April	Conducting a tutorial and discussion on the obstacle on the MITL thesis with the MITL student at Salemba campus	17
67.	11 April	Advising the LB on the current WTO rules negotiations	1
68.	14 April	Advising Rules Division on the preparation of guidance for WTO negotiators in particular on rules negotiation	1
69.	15 April	Advising MOSF and MOT officials in Puncak on the	12

Appendix II

No.	Date	Type of Legal Counseling	Participants
		70ongoing rules negotiation	
70	15 April	Assisting on MITL International Trade Related Dispute Settlements	17
71	17 April	Advising lawyer from Regional on ASEAN in particular regarding enhanced dispute settlement mechanism, reciprocity requirements and self implementing mechanism	1
72	17 April	Advising MOSF and MOT officials on the ongoing rules negotiation on fisheries subsidy	7
73	18 April	Advising KADI on Indonesia position regarding proposal from ACP and African Groups on S&D Treatment and Technical Assistance on Trade Remedies	1
74	18 April	Tutorial on the Video Conference Lecture on International Trade Law for MITL students	17
75	23 April	Tutorial on the Video Conference Lecture on International Trade Law for MITL students	17
76	24 April	Advising and preparing a memo for lawyer from Regional on ASEAN in particular regarding enhanced dispute settlement mechanism, reciprocity requirements and self implementing mechanism	1
77	25 April	Advising MITL Student on his thesis Textile Subsidies	1
78	25 April	Advising KADI and private parties on rules for Chinese cases involving AD	4
79	2 May	Meeting with DG-ITC - Regional to assist them in preparing the Minister's speech and talking points in the upcoming APEC meeting	2
80	6 May	Advising MoSF on the ongoing rules negotiation on fisheries subsidy	1
81	6 May	Assisting on MITL International Trade Related Dispute Settlements	17
82	7 May	Advising MITL Student on her thesis	1
83	9 May	Tutorial on the Video Conference Lecture on International Trade Law for MITL students	7
84	9 May	Advising MOSF and MOT officials on the ongoing rules negotiation on fisheries subsidy	6
85	9 May	Assisting Legal Bureau preparing a paper for a seminar (joint venture management in ASEAN)	1
86	13 May	Advising MOT on the ongoing rules negotiation on fisheries subsidy	1
87	14 May	Assisting with drafting the Minister's Speech and talking points for the upcoming APEC meeting on DOHA Round, Investment Facilitation, RTA/FTA, Corporate Social Responsibility, ECOTECH	3
89	15 May	Providing some references and Advising Legal Bureau on	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
		the joint venture matters	
90	16 May	Advising MITL Student on his thesis	1
91	22 May	Advising the LB to get involved in the new WTO case against South Africa to expand the role of lawyers in the Ministry as set out in the Blueprint	2
92	23 May	Advising the LB on the new WTO case against South Africa, to expand the role of lawyers in the Ministry.	2
93	23 May	Advising Legal Bureau on Master's Degree	1
94	23 May	Conducting a tutorial and discussion on the obstacle on the MITL thesis with the MITL student at Salemba campus	17
95	23 May	Tutorial for MITL Students on first chapter of International Trade Law and Policy	17
96	23 May	Advising MITL Students on theses	3
97	27 May	Advising Ibu Rita from Regional on Corporate Social Responsibility and APEC Food System	1
98	28 May	Advising Regional Cooperation in DGITC on Corporate Social Responsibility and APEC Food System	1
99	28 May	Advising Legal Bureau on Anti Circumvention and South African Antidumping Case involving Indonesia Paper	1
100	28 May	Advising MITL Students on their thesis	3
101	30 May	Advising MITL Students on their thesis	3
102	2 June	Advising Arief Wibisono from LB on EU-ASEAN non paper dispute settlement system	1
103	9 June	Advising MITL students to register their thesis as soon as possible	17
104	10 June	Tutorial on the Legislative Drafting for MITL students	17
105	13 June	Advising Nurhafiah from Legal Bureau on labeling issue	1
106	20 June	Mentoring on MITL Master Thesis	1
107	2 July	Conducting an advisory on the MITL student Master Thesis (Eko Prillianti) at MOT	1
108	4 July	Conducting an advisory on the MITL student Master Thesis (Maudy and Bani R.) at MOT	2
109	11 July	Conducting an advisory on the MITL student Master Thesis (Ayu Komang) at MOT, discussing her intention to change the topic of the Thesis	1
110	7 July	Advising Nuni from LB on the revision of import regulation in particular the compliance with WTO law on the exceptions	1
111	15 July	Conducting an advisory on the MITL student Master Thesis (Berliana) at MOT, discussing her intention to change the topic of the Thesis	1

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No.	Date	Type of Legal Counseling	Participants
112	18 July	Conducting an advisory on the MITL student Master Thesis (Eko P.) at MOT, discussing the development of his theoretical framework of the Thesis	1
113	18 July	Advising LB on the draft trade law particularly on the international trade issues	4
114	21 July	Advising Imran from KADI on Art.5.6 of ADA on special circumstances of self initiation	1
115	23 July	Counseling Pak Lulu of LB on the Trade Law draft. Discussing ideas on the possibility of Price control by Government; how to protect domestic trade which still in line with international trade principle; reference for rules of Sanction from other foreign countries; comparing content of Foreign Trade Law from other foreign countries;	1
116	25 July	Conducting an advisory on the MITL student Master Thesis (Maudy. K.; Bani Ramadhani) at MOT, discussing a theoretical framework base on "Building A Just Trade Order for A New Millennium", Frank J. Garcia	2
117	25 July	Conducting an advisory on the MITL student Master Thesis (Berliana) at Salemba Campus, discussing the possibility to change the thesis topic, a theoretical framework and methodology for the thesis	1
118	1 August	Advising Moogi, MITL student, on his thesis regarding the relation between TBT and Metrology	1
119	2 August	Advising Eko (MITL student) on his thesis topic in particular on the correlation between Art VIII (8b) of the GATT and the ASCM	1
120	2 August	Advising Duma from KADI on antidumping statistic around the world;	1
121	3 August	Advising Ibu Yamanah from regional on the inventory of impediments on trade in service for Indonesia under ASEAN framework	1
122	5 August	Advising Ayu K, MITL student on the legal problem of her thesis; provide a legal material	1
123	5 August	Advising Rihadi N, MITL student, on the revision of chapter I of the thesis; provide a legal material on Utilitarian Theory	1
124	5 August	Advising Berliana, MITL student, on sources of legal materials, theoretical framework and methodology for the thesis	1
125	6 August	Advising Iffah Saaidah, MITL student, on sources of legal materials; assessing the urgency of regional trade agreements in the failure of the multilateral trade agreement	1
126	6 August	Advising Moogy F, MITL Student, on sources of legal materials	1
127	6 August	Advising Nawandaru D.P, MITL student, on sources of	1

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No.	Date	Type of Legal Counseling	Participants
		legal materials ,contacting resources person on Drug Control Authority	
128	7 August	Advising Bani and Maudy (MITL students) on their thesis topics in particular on the chair text of antidumping agreement from Indonesia point of view (Bani) and the Indonesia's proposal on fisheries subsidy (Maudy)	2
129	8 August	Advising A. Ardiyani, MITL student, a solution on the problem related to the formal Thesis Advisor; discussing sources of legal materials	1
130	12 August	Advising Rihadi Nugraha, MITL student, on the sources of legal materials; advising limitation on a special product for Geographical Indication assessment	1
131	12 August	Advising Iman Kustaman, MITL student, a solution on the problem related to the formal Thesis Advisor; revising chapter I of the thesis; discussing sources of legal materials; advising its prescriptive perspective	1
132	12 August	Advising Ayu Siti Maryam on her thesis, revising the chapter I of the thesis; providing a legal material	1
133	12 August	Advising Didiet Maharani on her thesis, revising the methodology and the theoretical framework of the thesis; providing a legal material	1
134	12 August	Advising Eko Prilianto on his thesis , providing a legal material; discussing "The Modernization Theory" vs. "The Dependency Theory	1
135	13 August	Advising Iffah Saaidah on her thesis, revising the legal problem of the thesis; providing a legal material.	1
136	13 August	Advising Maudy Kiranayanti on her thesis, advising to demonstrate the role of Indonesia in the struggle for fishery subsidy agreement in the in Doha Development Agenda Forum; providing an advance legal material on the implementation of UNCLOS Archipelagic State Principle in Indonesia	1
137	13 August	Advising Nawandaru Dwi Putra on his thesis, providing a legal material, discussing the agenda for tomorrow advisory	1
138	14 August	Advising Moogy Frianto H on his thesis, revising the legal problem of the thesis; providing a legal material; discussing cases on metrological realm	1
139	14 August	Advising Nawandaru Dwi Putra on his thesis, revising the legal problem of the thesis; providing a legal material	1
140	14 August	Advising Sigit Nugroho on his thesis, revising the legal problem of the thesis; providing a legal material; discussing revision on theoretical framework & methodology for the thesis; advising the prescriptive result of the legal research	1
141	14 August	Advising Eko MITL student on how to calculate subsidy	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
		rate and Art 27 of ASCM on S&D treatment for developing country	
142	15 August	Advising Ibu Yamanah to coordinate with Pak Kasan from TREDATA on how SME could benefit ASEAN integration and the role of ASEAN in this issue	1
143	15 August	Advising Widdiyanti Dwi on her thesis, revising its legal problem ; providing a legal material; discussing and advising revision on theoretical framework & methodology	1
144	15 August	Advising Berliana P on her thesis, advising the prescriptive result of the legal research; discussing cases on trade mark	1
145	15 August	Advising Iman Kustiaman, on his thesis,; providing a legal material; suggesting resource persons on Drug & Food Control Agency; discussing and advising revision on the theoretical framework & methodology	1
146	15 August	Advising G. A. Komang Ardiyani on her thesis, revising its legal problem; providing a legal material; advising the prescriptive result of the legal research; discussing cases on hazardous goods	1
147	15 August	Advising , N. A. Naufal on his thesis, revising its legal problem; providing a legal material; discussing and advising revision on theoretical framework & methodology for the thesis	1
148	4 September	Discussing with and advising Arief Wibisono from LB on the taskforce assignments inter alia creating template for bilateral and regional free trade and investment agreements, the consistency between national regulations with bilateral, regional and multilateral commitments, the new presidential instruction to the Ministry of trade on the 2008-2009 economic development	1
149	15 September	Advising Arief Seno from LB on Indonesia Japan Economic Partnership Agreement and on ASEAN Free Trade Area	1
150	22-23 September	Advising government officials from MOT (KADI, KPPI, ITC) and MOSF on the chair text of the fisheries subsidy and Indonesia joint proposal with India and China on the same issue and assisting in determining Indonesia future position on the subject matter	14
151	9 October	Advising Sugih from trade defense on subsidy given by Ministry of Industry to the textile industry	1
152	14 October	Continue advising Sugih from trade defense on how to calculate subsidy given by Ministry of Industry to the textile industry	1
153	14 October	Advise Pak Alfons from rules division on WTO dispute settlement system	1
154	14 October	Advise Imran from KADI on new shipper reviews,	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
		profitability test and how to determine injury margin	
155	17 October	Advise Bani (MITL student) on his thesis in particular on injurious dumping	1
156	17 October	Advise Maudy (MITL student) on her thesis in particular on specificity and fisheries subsidy	1
157	20 October	Advise Maudy (MITL student) on her thesis	1
158	24 October	Advise Bani (MITL student) on his thesis	1
159	6 November	Advise Pak Jaya and Pak Argo from MOSF on Indonesia position for the following rules negotiation in response to the Chairman text based on the stakeholder meeting and study from University of Gajah Mada	2
160	12 November	Advise Bani (MITL student) on his thesis	1
161	13 November	Advise Maudy (MITL student) on her thesis	1
162	13 November	Advise Pak Jaya and Pak Argo from MOSF on Indonesia position for the following rules negotiation in response to the Chairman text	2
163	14 November		2
164	18 November	Advise Bani (MITL student) on his thesis	1
165	18 November	Advise Pak Jaya and Pak Argo from MOSF on the issues need to be discussed in the team to determine Indonesia position on fisheries subsidy in the next negotiation	2
166	19 November	Advise Maudy (MITL student) on her thesis	1
167	20 November	Advise Eko (MITL student) on her thesis	1
168	24 November	Advise Bani (MITL student) on his thesis in particular on zeroing method for dumping calculation	1
169	24 November	Advise Maudy (MITL student) on her thesis in particular on comparing the chair text on fisheries subsidy with Indonesia's proposal;	1
170	24 November	Advise Eko (MITL student) on his thesis in particular on whether the textile subsidy scheme can be justified based on the non existence of adverse effect if it is categorized as actionable subsidy	1
171	25 November	Advise rules division, KADI, KPPI, Legal Bureau and trade defense on Indonesia's position to the draft chair text on antidumping and Member's response thereto and setting up strategy for the next rules negotiation	11
172	3 December	Advise officials from the Ministry of Maritime Affairs and Fisheries and from KADI on how to prepare them for the next rules negotiation on fisheries subsidy. We provide a list of questions regarding the cumulative requirements of S&D Treatment and Fisheries Management system as well as the status of fisheries subsidy in Indonesia at the moment and in the future. What kind of subsidy they have	4

Appendix II

No.	Date	Type of Legal Counseling	Participants
		given and will give and who get such subsidy. They will also provide information on the structure of Indonesia fisheries industry	
175	3 December	Advise Eko MITL students on his Thesis	1
177	4 December	Advise Arief Wibisono from the legal bureau on the e-training held by the WTO secretariat and how the lawyers can benefit from it. They are willing to participate in the e-training but need formal disposition from the head of Legal Bureau. Thus, ITAP will send a letter to the head of Legal bureau to follow up this training	1
178	5 December	Advise officials from rules division and KPPI on drafting negotiating documents for the Minister to prepare her for the upcoming meeting in Geneva in particular on rules. The negotiating documents prepared contains the contentious issues, summary of recent development contained in other Members submissions or proposals and what is Indonesia position regarding each issue	4
179	11 December	Advise Eko MITL students on his Thesis	1
180	18 December	Advising Bani and Maudi of MITL students on their thesis concerning antidumping and fisheries subsidy	2
181	19 December	Advising Bani and Maudi of MITL students on their thesis concerning antidumping and fisheries subsidy	2
182	20 December	Advising Bani and Maudi of MITL students on their thesis concerning antidumping and fisheries subsidy	2
183	21 December	Advising Bani and Maudi of MITL students on their thesis concerning antidumping and fisheries subsidy	2
TOTAL			664

PR and Communications Training Sessions

A. Editing and Writing Course – First Class

Date	Topic	Participants
March 18	Introduction (An approach to writing)	22
March 26	News Writing (basic)	22
April 2	News Release I	22
April 9	News Release II	22
April 16	Presentation Skills	22
April 23	Feature Releases	22
April 30	Speech Writing I	22
May 7	Note Taking	22
May 14	Report Writing	22
May 21	Editing	22
May 28	Guest LECTure	22

B. Writing and Editing Course – Second Class

Date	Topic	Participants
June 25	Basic News Writing	
July 7	News Releases I	
July 14	Feature Releases	
July 21	Basic Feature Writing	
August 1	Speech Writing	
August 8	Presentations	
August 15	Editing	
August 23	Report Writing	
August 29	Note taking	
September 3	General Lecture	
September 10	Note taking	

C. Communications Training for the Minister of Trade

Date	Course title	Description	Objectives
April 18	Good and correct Indonesian language	Proper but not too high Indonesian language is an effective medium to communicate with all levels of Indonesian.	To master language knowledge and skills needed to communicate with the general public in Indonesian language.

Appendix III

Date	Course title	Description	Objectives
April 23	Journalistic language	The characteristics of journalistic language is simple, short, right to the point and familiar.	To craft the message the way the media craft their message to the readers
April 30	Packaging the message I	Packaging a simple message for the small people (small traders, small and medium businesspeople, etc.).	To package information in a way which is understood by the general public whose education and knowledge is limited.
May 6	Packaging the message II	Packaging the message for the selected audiences (politicians, NGO activities, etc.)	To design information in such a way to win the hearts of politicians and NGO activists.
May 14	Media relations	Building and maintaining better relations with the media especially electronic media.	To encourage the media to project a better image of the Minister and the MOT through the coverage of electronic media.
May 28	Visualization and image	Developing a good image through good and proper visualization.	To project the minister as a sociable person not only among the selected elites, but also among common people through approachable expressions and overall appearance.
June	Vocal	Using vocals dramatize the impact of message.	To set the right vocal to reach the maximum impact on the audience especially the low educated people.
June 17	Verbal	The use of familiar verbal expressions in communication with the public.	To ensure that the message is fully understood by as many people as possible.
June 24	Friendly look	Looking friendly and sympathetic in front of the cameras and television screen.	To gain sympathy of the people at the grass root levels.
July 9	Market visit	Visit to traditional markets and wet markets	To get closer to the traders, small suppliers to create an impression that the minister knows and cares about the plight of the small businesspeople.

Technical Reports Developed by ITAP

1. Improving the Quality of Legal Services within the Ministry of Trade of the Republic of Indonesia
2. Building HRD Capacity in the Ministry of Trade
3. Improving Export, Investment and Market Information – A Gap Assessment of the Ministry of Trade
4. Standard Operating Procedures for MOT Communications and Public Outreach Management
5. An Analysis of the Relationship between Retail Sugar Price, Distribution System, and Inflation Rate*
6. Forecasting Cooking Oil price by Using ARIMA Model*
7. Impacts of the Development of CPO-Based Biodiesel on Poverty in Indonesia*
8. Can Indonesia improve its export to Vietnam? Case study of processed food industry*
9. Palm Oil Based CPO Development Policy to Stabilize CPO Price*

*Developed in collaboration with TRENDA staff.