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INDONESIA TRADE ASSISTANCE PROJECT (ITAP)

2007 Annual Report

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INDONESIA TRADE ASSISTANCE PROJECT (ITAP)

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The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ABBREVIATIONS

APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
DG	Directorate General
DGITC	Directorate General 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
LB	Legal Bureau
MITL	Masters of Law in International Trade Law
MITP	Masters of Economics in International Trade Policy
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 two of its main programmatic objective to enhance Indonesia's competitiveness through building the Indonesian Ministry of Trade's (MOT) institutional capacity to 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.

Under the auspices of the ITAP economic team's training, the Trade Research and Development Agency (TREDA) and the Inter-Agency Trade Framework 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. ITAP trade economists organized over 40 interactive training sessions and 63 in-depth research consultations on the above mentioned issues. In addition, ITAP sponsored two TREDA interns to conduct research abroad in Thailand and Malaysia, while providing on-site support and supervision. ITAP also successfully completed the first class of Masters in International Trade Policy (MITP) at the University of Indonesia (UI) with eight students completing their theses and beginning new roles within the MOT. ITAP also launched the second class of 23 MITP students at UI.

Much progress was also made on the legal front as ITAP's legal team continued their efforts towards the overarching project goal of strengthening the legal capacity of the MOT as a whole, both within the Legal Bureau as well as with regard to those MOT lawyers working in other directorates through training and mentoring activities. The ITAP lawyers worked together with the University of Indonesia's Faculty of Law to launch a new Master's degree program in International Trade Law (MITL), and saw 17 MOT lawyers participate in the first batch of graduate students to embark upon this program. ITAP trained MOT lawyers and officials on international trade remedy rules and procedures also. Beyond the MOT, the ITAP lawyers advised lawyers and negotiators within both the Ministry of Agriculture and the Ministry of Fisheries and Maritime Affairs, assisting them with the formulation of negotiating positions within different negotiating groups in the context of the Doha Round of Multilateral Trade Negotiations currently taking place under the auspices of the World Trade Organization. ITAP also trained lawyers and officials from more than 15 ministries or agencies at various seminars, thus also contributing significantly to the Inter-Agency Trade Framework.

ITAP also focused its work on building a core PR and Communications team to work professionally, efficiently and effectively. The training programs for junior personnel included coaching, mentoring and training programs, while the formats of the training for senior officials were a blend of workshops and seminars. Three PR communications training sessions took place this year, which included nine participants. ITAP also held several events to increase public-private partnership, in addition to increasing the capacity of Indonesian business associations. Other notable activities included organizing numerous meetings with editors and reporters of the Indonesian media, support in preparing speeches for the Minister at high profile events, and technical assistance in developing press releases on key issues.

ITAP's HR support and training team continued to support the Bureau of Personnel and Organization by assisting in developing several HR related programs and practices that are the building blocks of efficient HR functions and training. The team reviewed and provided recommendations on HR processes and the management of the MOT's Training Center; and mentored and guided BPO's taskforce in charge of developing competency models and job descriptions for the MOT. In the area of HR and general capacity building, ITAP conducted 25 training sessions for the 343 junior staff, echelon 3 and 4 on managerial skills and HR management to echelon 4 of the BPO and HR officers of the Units.

Finally, ITAP continued to focus on its upgrading and support program for the MOT's information and communication technologies. Significant progress was made in planning and designing the network infrastructure for the new MOT building, and ITAP ended the year in a good position to move forward with implementing the Information Resources Management Justification, which includes ITAP support in the following: 1) construction and equipping the data center; 2) networking equipment; and 3) a digital IP telephony system in the new building with a gateway to provide an analog connection with the older buildings. In addition, IT training courses were available to MOT staff on an as-needed basis. This year, four training courses were held to a total of 55 MOT employees.

ADMINISTRATION

MOT Donor Meeting. At the request of the Minister, a meeting was held in March with the resident foreign staff of all donor projects at the MOT. The first meeting was a private meeting with each project updating the Minister about their activities, notable successes and any other important issues. The second meeting, which included a buffet lunch, included each of the project's counterparts and discussions about the level of satisfaction and other areas where assistance, from either the projects or the MOT, would be of value. Advisors attending were from: AusAID, the EU Trade Support Program, Japan International Cooperation Agency, the World Bank, and USAID-ITAP and MOT officials attending included: the Minister of Trade, Administrative Assistant to the Minister of Trade, Head of TREDATA, Head of the Commodity Futures Trading Regulatory Authority, Head of Bureau of Planning, Secretary to the DG International Trade Cooperation, Secretary of TREDATA, Secretary of the DG Foreign Trade, Head of Personnel Bureau, Head of Organizational Development Department, and Head of Physical and Services Market Bureau - CoFTRA

Training Calendar. This year ITAP published its 2007 Training Calendar listing all training programs. The Calendar was updated at mid-year to incorporate changes and additions for the last half of the year. As the document has proven to be useful to Ministry staff in planning their schedules to attend training courses, ITAP will produce a new 2008 Training Calendar in the New Year.

ITAP Office. ITAP's Project Office relocated to newly renovated facilities within the Ministry of Trade. In addition to providing a slightly larger room for ITAP's administrative staff and the COP, the MOT provided ITAP with a second office which is used as a conference room and work space for short-term consultants. The increased new and expanded office space has substantially improved ITAP's operating conditions and the project now has offices and /or staff working on five of the MOT's twelve floors.

Project Vehicle. Procurement of a project vehicle reached fruition early this year. Although USAID had provided a waiver to purchase up to two Chevrolet Blazer vehicles locally, ITAP has since been informed that production of the Chevrolet Blazer in Indonesia has been discontinued by General Motors. ITAP will therefore be unable to utilize the waiver to purchase a second Blazer vehicle.

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

ITAP economists continued ITAP's aim of strengthening TREDA and the IATF's capacity through in-depth training, seminars, and technical assistance and mentoring. To improve TREDA's research skills and to 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. The economists also coordinated training sessions to expand IATF personnel's expertise in matters related to WTO subjects and agreements, the WTO Doha Development Agenda negotiations and other regional trade negotiations; partnership with relevant countries including Japan, Australia, the United States; and international trade policy issues including development, investment and competition.

In 2007, the ITAP trade economists organized over 40 interactive training sessions to 835 participants and 63 in-depth, one-on-one research consultations to on the above mentioned issues. ITAP also successfully completed the first class of Masters in International Trade Policy (MITP) at the University of Indonesia (UI) with eight students completing their theses and beginning new roles within the MOT; the other students are expected to complete their theses in early 2008. The ITAP trade economists also successfully launched the second class of twenty-three MITP students at UI who began their second semester late this year.

ITAP was pleased to have met or exceeded all performance indicators in economic-related activities with the exception of training sessions on free trade agreements and WTO agreements, which have been postponed to take place in early 2008 because the targeted participants – new MOT recruits – were not recruited until November, which is seven months later than scheduled by the MOT.

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

The ITAP trade economists continued to provide in-house expertise on targeted commodities that are of particular interest to Indonesia, through on-the-job training and mentoring to TREDA staff in developing commodity profiles. This activity was undertaken at the request of the Head of the TREDA and the Director of TREDA's Foreign Trade Research Center (DFTRC). The profiles represent 30 of Indonesia's major agricultural and industrial exports, potential export products and food staples. ITAP trade economists worked with TREDA staff to produce nine commodity profiles on cocoa, automotive components, shrimp, coffee, textiles and textile products, rubber, electronics, shoes, furniture. However, only four out of the nine were completed this year, including cocoa, automotive components shrimp and furniture. This is primarily because some of the assigned TREDA staff were not available to conduct the research due to postings outside the Ministry, either domestically or overseas. To support TREDA's need to work on these profiles more independently, ITAP economists developed a Commodity Profile Writing Manual which provides step-by-step guidance on how to research, compile and present commodity profiles.

ITAP economists also provided support to TREDA's Economic International Research Internship Program (IRIP) by funding three participants to conduct research overseas. In 2007, two of the three interns have conducted their overseas research, and the third is scheduled to carry out research in Thailand in January 2008. The interns conducted their research abroad for approximately one month on the following topics:

Topic	Country	Relevance of Research	Sponsor
1. The Role of Hypermarkets to support SME's in Malaysia	Malaysia	Hypermarkets and traditional markets have managed to live in harmony in Malaysia, whereas in Indonesia, the hypermarkets kill the traditional markets.	USAID - ITAP
2. Formulating Sugar Reference Prices for Indonesia: Learning from Thailand's Experience	Thailand	Thailand has a unique formula to determine their reference price that works. Indonesia currently has no formula and needs strategies to develop its own effective formula.	USAID - ITAP
3. The Thai Government's Role in Supporting the Automotive and Automotive Components Industry	Thailand	Thailand has a successful automotive industry that is characterized by a Pyramid pattern that Indonesia can learn from.	USAID - ITAP
4. Enhancing Competitiveness for Indonesian SMEs through Indonesia Design Power	Thailand	Thailand has a successful design power program that Indonesia should examine to possibly adopt some of their strategies.	Ministry of Trade
5. The Singapore Government's Strategy to Develop a Database in National Single Window	Singapore	Singapore is a leading country in the Single Window, which is a one entry process for goods.	Ministry of Trade

ITAP's two Indonesian trade economists provided on-site research support and supervision to interns conducting their research in Thailand and Malaysia. ITAP trade economists provided additional support by reviewing and editing five participants' research proposals, as well as assisting with arrangements for employees researching at Malaysia's Institute of Agricultural and Food Policy Studies.

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

ITAP organized a series of five Economic Research Workshops to provide the participants with solid, basic knowledge in economic research and technical analysis for the most important issues related to the following topics: Economic Integration; Export and Import Tariffs; Practical Sampling Methods; The Analytical Hierarchy Process (AHP); and The Policy Analysis Matrix (PAM). 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..

ITAP also organized a two-day TREDA Workshop on Economic Research and Trade Policy Analysis that provided the basic theories and methodologies for researching trade policy related topics. The workshop was highly interactive, with participants being assigned problems to resolve in groups, using application of the theories discussed in the workshop.

C. Trade Research Lecture Series

ITAP organized a series of seven trade research lectures 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. 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 as well as other ministries, about current conditions, policies and prospects for specific commodities. This also enabled the

Ministry to establish solid networking relationships between Ministry staff and experts from other government 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 them to increase their coordination and communication to respond to “hot” issues. Approximately 50-100 participants attended each lecture. Most of the participants came from Ministry of Trade staff from TREDA and other DG’s that are interested in enriching their knowledge of the related issues.

Additionally, ITAP trade economists gave a presentation at TREDA’s Research Communication Forum called “How to be a Credible and Competitive Researcher,” which was tailored for entry-level TREDA staff with tools and motivations to become highly professional researchers in this competitive market. The Forum also established networks between MOT staff and experts from other government ministries, universities, research institutes and trade associations.

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

This activity also provided on-the-job training and mentoring on agricultural economics, international trade and price policy analysis of TREDA staff. ITAP worked with TREDA leadership, the Directors of three TREDA Research Centers; Foreign Trade, Domestic Trade and Business Climate to select topics of importance to the Ministry on which agricultural economics, international trade and price policy analysis research studies will be conducted. Working individually and in groups with approximately 20 TREDA staff they examined relevant theories, analytical techniques and policy issues.

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

ITAP provided regular mentoring and informal briefings / training sessions for TREDA’s staff members in research and daily activities. Research support included proposal development, research methodology, research problem development, commodity issues and research report development. ITAP economists also supported TREDA’s research centers in research implementation including the development of a questionnaire, sampling, data analysis and interpretation.

In daily activities, trade economists provided feedback to staff on writing policy papers / memos and various reports related to TREDA activities at their request. In 2007, ITAP economists provided mentoring and consultations on fifty-eight TREDA economic papers; the topics are listed in Appendix I.

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

In 2006, ITAP formally launched the MITP Program at the University of Indonesia (UI). The program aims to build and strengthen the MOT’s capacity to analyze, negotiate and implement bilateral, regional and multilateral trade agreements. This program is the first of its kind in Indonesia and will develop a cadre of MOT employees with the necessary skills to effectively plan, manage and implement trade policies that will foster economic growth, reduce poverty and generate new opportunities for employment. The impetus for an advanced degree program came directly from the MOT’s ever-increasing need for higher educated, better trained and more qualified employees to work in today’s competitive economic environment.

The MITP program specifically focuses on numerous areas of advanced trade policy including International Trade Theory and Policy; Economic Development Planning; Political Economy in International Trade and Economic Institutions; as well as Macro and Microeconomics. ITAP provided each student with a new laptop, and most courses are conducted in English to give Indonesian trade policy-makers and negotiators a solid command of the WTO language. The 2006 – 2007 academic year's students was comprised of 22 MOT employees, including fourteen men and eight women. The MITP program is a partnership between the MOT, the University of Indonesia's Faculty of Economics, USAID and ITAP. This year, eight students completed their theses and began new roles within the MOT. The remaining 14 students are targeted to finish their theses by February 2008. In the 2007-2008 academic year, the ITAP trade funded the second group of 23 MITP students at UI, who began their second semester late this year.

To enrich the coursework of the MITP students, ITAP organized five guest lectures, which were presented by international experts in areas related to analysis, negotiations and implementation of bilateral and multilateral trade agreements. Students gained a richer understanding of the mechanisms behind international issues and economies based on the first hand experience shared by the lecturers.

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

The MOT requested technical assistance in developing their interagency processes to ensure that, while each relevant stakeholder participates in the process, it is the national interest that controls the direction of policy and negotiating positions. To meet this need, ITAP in cooperation with the EU Trade Support Program, organized a five-day workshop and simulation on International Economic Trade Negotiations for junior level staff members of the IATF and its coordinating secretariat, the DGITC. The workshop enabled staff from ministries and institutions of the GOI to understand International Trade Economic Negotiation and its issues from the Indonesian perspective and develop essential knowledge and skills to be used in multilateral, regional and bilateral trade negotiations. Approximately 30 junior and mid-level staff of the MOT, and other GOI ministry staff and private sector officials, attended. Participants discussed specifics of Multilateral, Regional, and Bilateral Trade Economic Negotiation, negotiating strategy and tactics, and Indonesian perspective on economic trade negotiation; examined the role of Indonesian domestic trade interest groups in economic negotiation; and developed a greater understanding and expertise in the simulation of Bilateral FTA negotiation.

Prior to the workshop, ITAP trade economists also conducted an intensive workshop on International Economic Trade Negotiations for the 22 MOT employees enrolled in the MITP program. Between January 8-16, ITAP conducted seven training sessions that focused on multilateral, regional, and Bilateral trade negotiations, the role of domestic interest groups in trade negotiations, negotiating strategic and tactics, and simulation of the negotiation of a bilateral FTA between China and India. The workshop enabled MITP students to understand International Trade Economic Negotiations from an Indonesian perspective and to develop essential knowledge and skills to be a negotiator in multilateral, regional and bilateral trade negotiations.

Following-up on the discussions about the WTO Trade Policy Review of Indonesia that took place in 2006, ITAP trade economists also provided assistance to examine and provide feedback on the WTO Secretariat's draft report and draft of the GOI's report and Head of Delegation's statement. This took place with support from an ITAP advisor who worked for several years in the WTO/GATT Trade Policy Review Division.

ITAP transmitted a final report and action plan entitled *National Team on International Trade Negotiations: a Blueprint for Action* to the Minister, and distributed it to other senior officials in the Ministry. Recommendations included: creating an office in the Secretariat of the DGITC to

support the National Team on International Trade Negotiations; establishing single focal points for the National Team at each participating Ministry; creating negotiating and reporting templates and making more effective use of an existing computer software system (PPIRISS) as a key means of communication for the National Team; extending training to other agencies on the National Team on substantive issues as well as on negotiating processes and techniques; and reporting and providing opportunities for informal contacts and networking. In preparation for implementation of the Blueprint, the Secretary of the DGITC and Head of the Personnel Bureau agreed on a staffing plan for the proposed new office of the National Team for International Trade Negotiations, which would include some of the recent MITP graduates who have returned to the MOT.

Following the creation of an International Trade in Services Unit in the MOT, ITAP provided in-depth training and support to the Unit, with assistance from an ITAP advisor. This activity was conducted in a five-day workshop on the WTO General Agreement on Trade in Services by two ITAP advisors and other senior officials of the MOT. Participants reviewed the history of the Uruguay Round GATS negotiation, services scheduling, developing countries and trade in services, the current status of the Doha Development agenda negotiations on trade in services, formulating services strategies, and temporary movement of natural persons. The workshop enabled staff from the ministries and institutions of the GOI to understand the General Agreement on Trade in Services (GATS) and develop essential skills to evaluate service agreements and make trade-in-services offers for multilateral, regional and bilateral trade negotiations.

H. Training on Free Trade Agreements and Subjects

ITAP had planned to conduct training on Free Trade Agreements (FTAs) to familiarize and strengthen the expertise of IATF staff and its coordinating secretariat, the DGITC, TREDATA and other MOT units on Free Trade Agreements. The need for this training is critical given the fact that the number of FTAs and negotiations have increased significantly worldwide. Unfortunately, because the training is intended for new MOT recruits, ITAP was unable to fulfill this activity in 2007, because the recruitment of new MOT staff was delayed seven months, and did not occur until November. ITAP has therefore rescheduled this activity to take place in early 2008.

I. Training on the World Trade Organization Agreements and Issues

ITAP had planned to conduct training on the WTO Trade Agreements to familiarize and strengthen the expertise of the staff of the IATF and its coordinating secretariat, the DGITC, TREDATA and other MOT units by helping them to identify and meet their basic training needs on the WTO. Given the importance of the WTO in the world trading system and the WTO Doha Development Agenda Round negotiations in which the Government of Indonesia has been actively participating, the need for this training is important. Like the scheduled training on FTAs, this activity could not be delivered in 2007, because it was designed for the new MOT recruits. This training has also been rescheduled to take place in early 2008.

J. Mentoring and Informal Briefing / Training Sessions for IATF and DGITC Staff.

ITAP economists partnered with the MOT to hold an informational briefing for the twenty-three newly appointed MOT attachés on the WTO and Development Issues in the Doha Development Agenda. The lecture was attended by 15 commercial attachés. The briefing increased the knowledge of the commercial attachés on strategic commodities and current issues related to the WTO and development issues in the Doha Development Agenda. This activity was conducted by an ITAP advisor.

K. Specialized Courses on Agriculture and Services Issues relating to WTO Issues in Geneva; CD-ROM and Online Courses and Training Activity Offered by the WTO

The Secretary of the DGITC, under direction by Minister, requested ITAP's support to assist four DGITC employees in participating in two two-week courses, one on International Agricultural Trade and the Development Paradigm, and the other on International Services Trade and Economic Growth, both located at the Graduate Institute of International Studies Summer Program on WTO Studies in Geneva, Switzerland in July and August 2007. As agriculture and services issues are significant to Indonesia in the WTO Doha Development Round negotiations, ITAP funded the four participants proposed by the Secretary of the DGITC, who are from the Multilateral Affairs Division of the DGITC (responsible for WTO affairs), to participate in the intensive courses of the two programs. Having the four employees attend the workshops has contributed to strengthening the MOT's participation in the WTO and in the Doha Round Negotiations, establishing contacts with counterparts from around the world, and gaining firsthand knowledge about the WTO.

ITAP arranged for the members of the MOT's International Trade-in-Services Unit (ITSU) to participate in the latest World Bank Institute e-learning course on Trade-in-Services and International Agreements, beginning in November, and continuing once a week until mid-December. The courses were facilitated by an ITAP economic advisor and aimed to strengthen the ability of the ITSU members to understand the economic implications of services liberalization and trade. As a result, members of the ISTU were better prepared to contribute to the formulation of Indonesia's trade in services reform and negotiating agenda.

Legal Capacity Building

ITAP's trade lawyers continued their efforts towards the overarching project goal of strengthening the legal capacity of the MOT as a whole, both within the Legal Bureau as well as with regard to those MOT lawyers working in other directorates. The ITAP lawyers have been deeply imbedded in the MOT's work, providing practical mentoring and assistance. In 2007, the ITAP Lawyers provided 238 legal counseling, advice and mentoring sessions for various parties in the MOT on 26 legal policies and procedures. In addition to this, ITAP lawyers held 71 legal seminars for a total of 887 participants. ITAP's legal team worked together with the University of Indonesia's Faculty of Law to launch a new Master's degree program in International Trade Law (MITL), and saw 17 lawyers from a broad range of directorates and departments within the MOT join the first class of graduate law students to embark upon this program.

Beyond the MOT, the ITAP lawyers contributed to the Inter-Agency Trade Framework. They acted in an advisory capacity to assist lawyers and negotiators within both the Ministry of Agriculture and the Ministry of Fisheries and Maritime Affairs, assisting them with the formulation of negotiating positions within different negotiating groups in the context of the Doha Round of Multilateral Trade Negotiations currently taking place under the auspices of the World Trade Organization. They also trained lawyers from more than 15 ministries or agencies at various seminars held by the legal team, for example a seminar and policy roundtable on WTO services. Details on the precise nature of the assistance provided by the ITAP lawyers are set out below.

With regard to the performance indicators set out for the ITAP trade lawyers at the start of the 2007 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 on the number of seminars conducted, due to the fact ITAP found it more effective to administer smaller workshops and mentoring activities at the request of the MOT.

A. Means to Strengthen the Overall Legal Capacity of the MOT

The ITAP lawyers performed their work of capacity building on multiple levels through seminars and training, and worked with various parts of the MOT on legal issues, including extensive

mentoring and case counseling, assisting them substantively while building their capacity to conduct such work independently.

There are three key elements needed to develop lawyers anywhere, and these same elements apply to developing lawyers and legal capability in the MOT: 1) knowledge, 2) skills, and 3) experience in applying knowledge. ITAP assisted in each of these three areas. In terms of knowledge, formal seminars and workshops at the basic, intermediate and advanced levels were delivered, and the MITL was launched. In terms of skills, ITAP organized and carried out training activities in the field of legal drafting, and worked with individual lawyers in showing them how certain tasks are performed. In terms of experience, the ITAP lawyers provided mentoring (and coaching on how to mentor). ITAP recommended the development of a professional career path for lawyers to address the issue of attrition that continues to undermine the development of highly skilled and experienced legal talent. As individual MOT lawyers have developed knowledge, skills and experience, the overall legal capacity of the MOT has strengthened.

General Counsel Office and Organizational Changes - One activity that was not fully implemented during the course of the year was the elaboration of a so-called Blueprint for the transformation of the Legal Bureau and other legal units in the MOT into the functional equivalent of a General Counsel's Office. Two factors impeded ITAP's progress in moving forward. First, key management positions in the Legal Bureau that remained unfilled well into 2007. Second, the leadership of both the Legal Bureau and the MOT as a whole indicated that there was regulatory difficulty in transforming the Legal Bureau and that they were not ready for the idea of deep-seated and far-reaching change to the functioning and institutional set-up.

It was only in September 2007, at the launch of the MITL, that the idea of establishing a General Counsel's Office, and the need to obtain a Blueprint explaining the options available for doing so, were explicitly welcomed and encouraged by the MOT's leadership, by the Secretary General. In light of this change in outlook, ITAP will address this task in 2008.

Legal Input in MOT Matters - In addition to harmonizing, organizing and coordinating legal functions in the MOT, there is also a need to develop improved processes for handling review and input on legal issues. A weakness identified in the SOW, and confirmed in ITAP's observations throughout these two years, is that the Legal Bureau frequently is only involved late in the formal legislative drafting process. There is an absence of consultation on issues not related to drafting, such as negotiation, even where the negotiation results in drafting of agreements. Nevertheless, ITAP did have limited opportunities to advise the MOT on legal aspects of its legislative and negotiating activities.

For example, in the Legal Bureau, ITAP lawyers were asked by the head of the Litigation Division in the Legal Bureau to assist him in responding to a request for assistance from the Commercial Counselor for Indonesia in Taiwan, who asked for advice on options for how to protect Indonesian laborers working in Taiwan.

In an effort that resulted in a notable first for Indonesia in terms of its ability to participate in WTO negotiations – a key project objective for ITAP, ITAP lawyers also assisted lawyers and officials in DGITC in a major effort to draft comments on the WTO Fishery Subsidy negotiations, and assisted in advising the Ministry of Marine Affairs and Fisheries as well in this realm, with assistance from ITAP advisors. This resulted in Indonesia having a draft proposal ready in early July to submit on the WTO Rules negotiations on Fishery Subsidies, something that Indonesia had not done hitherto. It also submitted revised versions of this proposal in subsequent meetings of the Rules Committee of the WTO, namely in September and October. MOT officials noted repeatedly that they had never before been able to participate in WTO negotiations on this level, and they learned much from the ongoing process.

Other Legal Bureau lawyers requested assistance from ITAP on issues relating to the Trade Related Aspects of International Property Rights (TRIPS) Agreement, an agreement between Egypt and Indonesia, certain types of licensing agreements and how they fit with certain Free Trade Agreements (FTA provisions), and the relation between competition law and regulatory compliance. ITAP lawyers advised the Domestic Law Division in the Legal Bureau on the interface between Law Number 10 of 2004, and the draft government regulation on franchising, and how the draft regulation needed revisions based upon Law Number 10.

ITAP lawyers also advised the Domestic Law Division in the Legal Bureau on how to interpret Indonesia's WTO commitments under GATS, as part of evaluating negative list implications for Indonesia's new Investment Law. ITAP lawyers also advised the head of the International Law Division in the Legal Bureau on international best practices in corporate social responsibility, including World Bank guidelines, as it relates to Indonesian's new Investment Law. They helped other lawyers in that unit on antidumping and GATS issues. They also assisted the head of the International Law Division and her team to respond to questions from several countries at Indonesia's Trade Policy Review at the WTO.

Outside the Legal Bureau, for example, ITAP consulted with lawyers in DGITC to assist them in analyzing and commenting upon questions that it has received on import licensing, especially the rules on automatic versus non-automatic licensing. ITAP lawyers consulted with officials from TREDATA to assist them in analyzing and commenting upon questions that it had received on WTO Agriculture Agreement negotiations, especially on Special Products and Special Safeguards. It assisted officials in DGITC on WTO Services issues.

Improving Management and Administration of the Legal Bureau - Although there are important systemic weaknesses that could be addressed to enhance the internal effectiveness of the Legal Bureau, with its leadership largely in limbo from March 2006 until June 2007, it has not been possible to progress much on this front. In the training portion of the 2008 Work Plan, we suggest management training for the Director of the Legal Bureau and for the four Division heads, once a more substantial review of the training and organizational needs of the Legal Bureau has been undertaken as part of the Blueprint. In addition to management training, we have observed that Legal Bureau managers might benefit from training in client relations, team building, legislative drafting, coalition building with a view to enacting new legislation, and litigation skills.

B. Training for Legal Bureau Lawyers and Staff

Most Legal Bureau lawyers are young, and thus have little experience practicing law. There are significant training needs, which we have addressed by focusing on various levels, from entry level to medium and higher experience grades. The training has also addressed the three key components of legal capability: knowledge, skills, and experience.

To build knowledge and skills, the training for the Legal Bureau included formal as well as informal training through such means as working on cases and drafting projects together, mentoring and coaching. Of course, another significant means of formal training has been the MITL, in which three of the seventeen lawyers from the MOT are from the Legal Bureau. Yet the Legal Bureau's considerable training needs were also underscored by the MITL qualification process, because a number of other Legal Bureau lawyers tested for the MITL but failed to qualify.

In 2007, ITAP lawyers conducted 71 formal seminars and workshops and other training activities on various legal subjects for the MOT and other stakeholders. These seminars covered topics ranging from legal drafting skills for lawyers of the MOT to seminars designed specifically for

the legal skills for the lawyers and officials of the MOT, one for officials of the Ministry of Agriculture, one for members of the Indonesian Chamber of Commerce (KADIN), one for lawyers and officials of the MOT and the Ministry of Marine Affairs and Fisheries, and one broader seminar for other lawyers and officials of the MOT and ten other GOI ministries (IATF) on the WTO Services Agreement. ITAP also organized a major Symposium to train Indonesia's law professors about the WTO, and one for the private sector devoted to current WTO issues for Indonesia, which are both described in the Communication and Public Outreach section of this report. The ITAP Lawyers also responded to MOT and private sector requests for two (2) training seminars: one for a new trade remedy case type (Section 337), and one for the private sector devoted to current countervailing duty cases for Indonesia. It continued a twice-weekly training series with the Antidumping Committee (KADI) and the Safeguards Committee (KPPI). Details of these activities are summarized below.

Legal Bureau lawyers are rarely involved by the Directorates General in consultation, including certain areas ITAP has been asked to train upon and build capacity in, such as WTO law. In order to prepare Legal Bureau lawyers to eventually take on such consulting work, it is necessary to train Legal Bureau lawyers in WTO law, but the MOT lawyers doing consulting work on WTO law tend to be in DGITC. Thus, ITAP lawyers have become involved with lawyers in this kind of WTO consulting work with various directorates in DGITC such as Trade Defense and Rules. This has also resulted in a lack of connection between the improved legal knowledge now held by Legal Bureau lawyers, and their ability to apply that knowledge to their work, since the other Directorates General do not (yet) ask the Legal Bureau to assist in those issues. This dichotomy needs to be remedied by the MOT if ITAP's WTO training for the Legal Bureau is to become more useful for the MOT as a whole.

Legal Bureau lawyers received considerable training in the form of mentoring and working together on cases with ITAP lawyers, as well as working in areas such as drafting, review of draft agreements and legislation, negotiations and other work. ITAP lawyers were involved in 238 counseling and mentoring matters, which included 892 lawyers and officials from the Legal Bureau, the Ministry of Trade and the Government of Indonesia. See Appendix II.

As mentioned above, the 2007 performance indicators were exceeded in almost all cases, and substantially exceeded in terms of the amount of work performed. The only performance indicator on which the ITAP legal team did not meet the anticipated parameter was on the number of seminars conducted. The target had been set at 15, but only six fully-fledged seminars were held in the course of 2007, with the rest of ITAP's legal training being administered in the form of smaller workshops and mentoring activities at the request of the MOT.

For the other seminars and training activities which were scheduled for 2007, but which did not take place, the explanation ultimately lies with the explicit request of the MOT to curtail further formal training activities once the MITL Program was launched and 17 of the Ministry's lawyers essentially took a 14 month sabbatical leave to complete the program. This inevitably led to legal capacity constraints in both the Legal Bureau and the other operational divisions of the MOT, and rendered them largely unable to field lawyers for the planned training activities. The aforementioned capacity constraints were only exacerbated in the Legal Bureau's case, by the huge manpower effort required to defend the newly enacted Investment Law against the legal challenge it faced in the courts.

C. Legal Training For Non-Legal Bureau Lawyers in the MOT, Including IATF

Most of the MOT's lawyers do not work in the Legal Bureau, and are scattered throughout the MOT without a single organization plan or similar coordination. ITAP has therefore found it necessary to also provide support to MOT lawyers outside the legal bureau. The ITAP Lawyers commenced two significant training series in 2007, both of which are integrally related to its

central objectives of building legal capacity in the MOT. The ITAP Lawyers instituted the 2007 Legal Seminar Series, and the 2007 Legal Skills Workshop Series. All training sessions were open to any interested Ministry staff, including those from the IATF.

In February and in March, the ITAP lawyers held two major legal skills workshops, the first entitled “Advanced Legal Drafting Workshop: Regulations,” and the second entitled “Advanced Legal Drafting Workshop: Agreements.” These two two-day legal training workshops on legal drafting were the follow-up to the Basic Drafting Workshop conducted by ITAP in December 2006. The speakers were able to provide considerable assistance to the attendees, who gained advanced insights into evaluating drafts and doing their own drafting.

In addition, ITAP was asked by the Chairman of KADI (Indonesian Antidumping Committee) to provide training to its officials and to its constituency in the private sector. In April, two public seminars were held, which were different in nature, and were focused upon different audiences. The first seminar focused on linking the private sector and KADI, and a number of officials from KADIN and various trade associations attended. The second seminar was purely for MOT officials, and focused upon the practical issues relating to their work in trade remedies.

A third trade remedies seminar in April was done at the request of the Ministry of Agriculture, and was a week long course conducted jointly by ITAP and KADI, KPPI and Trade Defense from the MOT, because of the importance of trade remedy cases in the agricultural sector. A workshop on legal aspects of the WTO fisheries negotiations was held in May in Bogor with the MOT and MOSF at their request, as was a briefing on the status of WTO negotiations in this area, and discussion of issues for the next negotiation. ITAP also prepared a set of 17 briefing notes for MOT lawyers and other relevant staff and stakeholders interested in international trade remedies. The briefing notes primarily focus on WTO disputes of particular interest to Indonesia, either because they involve Indonesia directly as a party to the disputes in question, or because they involve substantive issues which might be of relevance to Indonesia in the immediate or mid-term future.

A two-day seminar on the WTO Service Agreement: Key Legal Issues, was held in May, and focused on linking the various elements of the GOI involved in WTO Services issues. Eleven GOI ministries or agencies attended, as did elements of the private sector. This event was followed by a further one day Law and Policy Roundtable for more senior officials, and focused upon the policy issues relating to their work in services. Twenty officials from eight ministries participated.

A seminar on “Multilateral Economic Trade Negotiations / Negotiating Strategies” was conducted by ITAP at the request of the Ministry of Agriculture focusing on international trade negotiating issues, strategies and tactics. A seminar on antidumping in June was done at the request of the Indonesian Chamber of Commerce (KADIN), and focused on how to improve participation of the Indonesian private sector in Indonesian trade remedy cases, especially antidumping.

ITAP also assisted DGITC lawyers and officials in responding to WTO proposals relating to fisheries and subsidies, analyzing and commenting upon questions that Indonesia received on import licensing, and helped in analyzing and commenting on Brazil’s recent Doha proposal concerning the WTO Agreement on Subsidies and Countervailing Measures (ASCM). On international trade remedy issues, in January ITAP lawyers consulted with DGITC Directorate for Trade Defense lawyers on export restrictions applied by the government of Indonesia, and the extent to which such restrictions could be addressed by foreign trade remedy laws, and consulted on the issue of simultaneous application of antidumping and safeguard measures, and on Doha negotiation issues relating to agriculture, especially subsidies and safeguards.

Finally, ITAP successfully assisted the launch of the Master’s Degree program in International Trade Law (MITL), which is described more fully in Part E of this section.

D. Developing a Training Center of the MOT

ITAP worked with the Training Center to modify training materials developed by ITAP on the WTO in its 2006 Seminar series. Plans were developed whereby ITAP lawyers would accompany and assist Training Center officials in presenting some basic WTO seminars in 2007, with the purpose for Training Center officials to later do these seminars by themselves after gaining experience.

Unfortunately, this activity was ultimately abandoned due to an inability to agree with the Training Center on terms and conditions for remunerating their staff and reimbursing them for expenses, in a manner that would have been in compliance with USAID guidelines.

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

ITAP successfully organized the launch of the Master's Degree program in International Trade Law (MITL), which was done in conjunction with the Law Faculty of the UI. Seventeen MOT lawyers were registered for the MITL in August, and they started classes on September 3. On September 14, the Opening Ceremony was held at UI, featuring a Guest Lecture from the Minister of Trade, entitled "The Importance of International Trade Law in Today's Global Trading Community." The event also included important contributions by the MOT Secretary General, the Deputy Director of USAID's Economic Growth Office, and the Vice Dean of the UI Faculty of Law.

The MITL program aims to build and strengthen the MOT's legal capacity to analyze, negotiate and implement bilateral, regional and multilateral trade agreements, as well as conduct other legal functions relevant to the MOT's work. This program is focused on WTO and other international trade laws, and it is the first of its kind in Indonesia and one of few in the world. It aims to develop a cadre of MOT lawyers with the necessary skills to support the MOT to effectively plan, manage and implement trade policies that will foster economic growth, reduce poverty and generate new opportunities for employment. The impetus for an advanced degree program came directly from the MOT's ever-increasing need for higher educated, better trained and more qualified employees to work in today's competitive economic environment.

The MITL program specifically focuses on numerous areas of advanced trade law including WTO law, trade remedies, political economy in international trade and economic law, international institutions; as well as other legal courses. ITAP provided each student with a new laptop, and has helped to assist UI with curricula development as well. The 2007 – 2008 academic year's students was comprised of 17 MOT employees with law degrees, including nine men and eight women. MITP is a joint partnership between MOT, the University of Indonesia's Faculty of Law, USAID and ITAP.

Since the launch, work has continued to focus upon helping to develop curricula and ensure a smooth implantation of the program. This includes a weekly tutorial for the seventeen students conducted by ITAP, focusing on helping them to understand and assimilate their course materials on various topics, and assisting them with issues such as their thesis selection. ITAP lawyers have also been lecturing on trade remedies, which is part of the first term curriculum.

F. Publishing a WTO Law Book in Bahasa Indonesia

For this activity, ITAP lawyers identified a leading textbook on WTO Law, and obtained the consent of the author to publish it in Bahasa Indonesia. However, because the textbook will be releasing a new updated edition in early 2008, it was decided that this activity would be best conducted under the 2008 Work Plan.

Communications and Public Outreach

ITAP's ultimate goal in public relations (PR) and communications is to strengthen the ability of the MOT to communicate the Ministry's programs to its stakeholders in a timely and effective manner. To achieve this goal, ITAP has focused on helping the MOT to develop a systematic program in the PR and communications sector. The toughest challenge, based on our experience working with the Ministry's communication team over the past year, has been to turn the Ministry into a proactive rather than a reactive group.

ITAP has been working to build a core PR and Communications team that can successfully carry out activities in a professional, efficient and effective manner. In 2007, the training programs for junior personnel included coaching, mentoring and training programs, while the formats of the training for senior officials were a blend of workshops and seminars. These formats have been effective in facilitating in-depth dialogues and discussions that shape participants' perceptions and expertise in public relations and communications. The workshops and seminars also found success in bringing thoughts together to determine effective messages for stakeholders.

As ITAP was without a communications specialist for seven months, some of the objectives were not met this year, particularly in developing a concrete, regular, reliable mechanism for the MOT to receive and consider the private sector's view on trade and trade law policy. The communications specialist position was filled in mid-September, when all communications and training programs were vigorously resumed. Three trainings were given to a total of 79 participants. The new communications specialist has brought strong expertise to ITAP, using his substantial media experience and extensive training and knowledge in communications. He continues to provide the MOT and ITAP with strong support for activities involving public outreach and communications, quickly getting ITAP back on track to strengthen the MOT's communications and public outreach. It should be mentioned that even without a specialist in PR, ITAP has been involved in outreach to the public, particularly through seminars conducted by its lawyers and economists.

A. Internal Strengthening of the Public Relations Bureau:

The communications specialist worked closely with the PR bureau to strategize ways to effectively build and maintain relations with the media, and to establish a standard operating procedure (SOP) for handling various tasks. It quickly became evident that the PR Bureau had no one specifically assigned to critical jobs requiring special skills, such as organizing the Minister's public events and writing press releases, speeches and other important documents. Instead, many of the documents were written on an ad-hoc basis by the assistant to the Minister or consultants, including ITAP's communication specialist. ITAP has since helped the Bureau to develop a system to delegate responsibilities internally and through consultants to cover the needs for written documents and events. ITAP will continue to coach and mentor on these issues until the PR Bureau is well trained.

Recommendations were also given to the newly-appointed PR Head on how to turn the PR office into a better unit. The separation of PR Bureau from the General Affairs Bureau and the appointment of a new PR Head in mid-November significantly broadened the opportunity for ITAP to contribute to programs and activities to energize and effectively reorganize the PR Bureau.

B. Capacity Building / Training in Public Relations and Communication:

November 2007 marked the resumption of the internal training programs in PR and communications. The training courses, jointly organized with University of Indonesia, began after a review of the 2006 programs. Three training courses took place in mid-November and early December. Seventy-nine officials of the MOT, including around 20 senior officials, attended

training sessions on Basic Public Relations, Intermediate Public Relations and Advanced Public Relations. As the training courses could not commence until late 2007, the bulk of the scheduled workshops will take place throughout 2008. The participants will include almost all levels in the Ministry, while the topics will cover negotiations, lobbying, handling parliament and tackling crisis management. Further training will focus on writing, as this is a vital skill to have within the PR Bureau.

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

Early in the year, ITAP sponsored the MOT's Director of Public Relations Bureau and Section Head of News to attend the Annual Asian Conference on Public Relations and Communications in Singapore. They were accompanied by the ITAP communications specialist and the objective was to expand the knowledge of key MOT personnel involved in communicating with the public and other stakeholders. Specific ideas that were discussed at the conference that have applicability at the MOT included: improving the MOT's ability to show genuine efforts in promoting and contributing to corporate social responsibility, initiating research surveys on the effectiveness of the Minister's communications programs; recognizing the importance of building and maintaining trust with the media and other key stakeholder to enhance unity and improve the MOT's success in promoting desired policies.

ITAP also sponsored the Minister's nominee, a member of her Special Staff and former ambassador to the WTO, to attend the Global Summit of Women in Berlin that took place in June. This two-day conference has been said to be the "Davos" for women and brought together leading women in government, the public and private sectors to discuss important issues of mutual interest. As an outcome of the conference, the selected participant was able to share her knowledge and experience with women leaders from other countries while also learning from their experiences and from conference speakers. As the conference was intended for senior-level women in government and the private sector, the participant was able to utilize this outstanding opportunity to promote linkages with the MOT and Indonesia.

Other activities ITAP was actively involved in included organizing numerous meetings with editors and reporters of the Indonesian media, support in preparing speeches for the Minister at high profile events, and support in developing press releases on key issues. ITAP also provided assistance to the Ministry in preparations for the UN Climate Change Conference (UNFCCC), particularly in the trade ministerial meetings, that took place in Bali in December 200.

To further support the Ministry's outreach programs, ITAP submitted recommendations to the Minister's office and new PR Head. The ideas aim to provide more coverage of the Ministry in the media especially on its four main programs – capacity building, export activities, promotion of SMEs and Indonesian Design Power, and include a need to energize the PR Bureau, build better relations with the media, promote dialogues with stakeholders (business associations, academics, politicians and NGOs) and build lobby groups. ITAP offered to facilitate these programs, which include lobbying influential academics and NGOs, and facilitating meetings between representatives of the media and DGs at the Ministry. If approved, these activities will be carried out in 2008. ITAP also plans to organize a series of training sessions on negotiation, lobbying and engaging parliament.

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

ITAP lawyers were particularly active in outreach activities to the private sector, conducting several seminars and workshops at the offices of the Indonesian Chamber of Commerce (KADIN) by inviting KADIN officials to its other seminars. These activities are fully described in Part B of the Legal Capacity Building section.

Another activity to increase public-private sector dialogue was assisting eighteen Indonesian law faculties to develop their international law experience, through the 2007 Jessup Cup International Moot Court Competition, which is an annual global competition addressing issues of public international law between countries and where various universities develop teams to argue in moot court competitions on behalf of hypothetical countries. ITAP assisted by mock-judging their oral presentations in the Regional Round competition held in Jakarta in February 2007 and by mentoring the top two teams – Atma Jaya Catholic University, and University of Indonesia – to prepare for the International Round in Washington, DC in March 2007. In early April, it was announced that one of the UI Jessup Team members had won the award for “Best Oralist” over 290 rivals from 95 universities worldwide in the legal debating competition held in the USA.

ITAP also was focused on reaching the business community through a seminar on “Current WTO Law Issues for Indonesia,” which was held in cooperation with University Pelita Harapan (UPH) and was attended by 160 participants from diverse backgrounds (lecturers, NGOs, private law firms, business people, consultants and students). The Minister of Trade opened the seminar, as well as the rector of UPH. Almost every dean in UPH including the dean from the faculty of law attended the seminar. Pak Olowan (the chairman of WTO division in KADIN) was also present amongst the participants.

One training activity that was announced in the 2007 Work Plan, but which failed to materialize, was a public outreach seminar on the newly enacted Investment Law. The original idea had been to organize this seminar in collaboration with the Legal Bureau and other MOT experts, in order to educate and sensitize the public as well as private-sector stakeholders. This training activity had been scheduled towards the end of the year, but was subsequently cancelled at the request of the Legal Bureau. The Legal Bureau’s reasons for wishing to cancel the event were largely manpower related, since much of its staff were absorbed with the legal defense of the newly enacted law, which had encountered unanticipated opposition and had been challenged before the domestic courts, primarily by non-government organizations. This challenge also conspired to create an atmosphere in which a public outreach seminar on such a hotly contentious piece of legislation would not have been conducive to the event’s underlying objectives.

E. Develop a Concrete, Regular, Reliable Mechanism for the MOT to Receive and Consider the Private Sector’s View on Trade and Trade Law Policy.

In the absence of a communications specialist, this activity was not developed as far as hoped. However, ITAP lawyers held discussions with KADIN about inviting MOT officials to regular KADIN meetings, which could open up a dialogue and enable the private sector to keep abreast of developments. This concept will be followed up in 2008.

F. Assist Associations in Increasing their Familiarization with the Trade Law and Policy Agenda; Mentor Associations in Trade Law and Policy Advocacy; and Assist Associations in Identifying their Capacity Building Needs with Respect to Trade Law and Policy Advocacy.

ITAP held two seminars at KADIN’s office on trade remedies. First, ITAP held a seminar on antidumping law and practice, which focused on linking the private sector with KADI, which included approximately fifty participants from KADIN and various trade associations. Second, ITAP organized a seminar on subsidy cases, which was sponsored and hosted by KADIN, and held at the offices of the Indonesian Textile Association. Though focused on the associations in the Indonesian business community who might be injured by subsidized imports to Indonesia, MOT officials handling subsidy cases overseas also attended. ITAP presented the seminar, and responded to a number of questions about how to prepare countervailing duty petitions for the Anti-Dumping Committee (KADI) (which handles both anti-dumping and subsidy cases), where to get evidence, and how to use the case findings from other authorities.

ITAP also organized a large symposium on WTO law organized in cooperation with the Faculty of Law of the University of Indonesia and the Indonesian Association of International Law Professors, which brought together 48 academics from 25 universities across the Indonesian archipelago and which also involved the active participation of MOT stakeholders at the very highest level. The symposium's concept was a long-term strategic initiative intended to build the capacity of Indonesia's law faculties to develop international trade lawyers. The event included some of the most prominent speakers on WTO law in the world, whom ITAP brought in as advisors. Five Government of Indonesia trade experts also spoke during the symposium, to give practical insights to the law lecturers. During the closing dinner, the Minister of Trade met the participants and answered questions for approximately two hours. The Minister expressed appreciation for ITAP's support in helping to build national knowledge and capacity for teaching WTO law to the participants' respective regions of the country.

On domestic trade matters, but relating to the Association of Southeast Asian Nations (ASEAN), ITAP lawyers advised MOT officials, officials from other ASEAN countries, and members of the public on a "Preliminary Proposal for Regional Cooperation in Southeast Asia on Cross Border Consumer Redress." This was part of an initiative with the Federal Trade Commission, to train these officials and develop consumer protection in the region.

Human Resources and General Training

In April 2007 a new Head of the Bureau of Personnel and Organization (BPO) was appointed. With this change came a new working atmosphere within the Bureau that accelerated efforts to modernize the HR operations and the BPO's intention to implement a performance-based human resource system and improve general capacity building through training intended for all MOT personnel. It became understood that in order for the BPO to become a strategic partner to the other units of the MOT, it first needs to upgrade and empower itself.

ITAP's HR support and training team has continued to support the Bureau of Personnel and Organization by assisting in developing several HR related programs and practices that are the building blocks of an efficient HR function and conducting training sessions. The team reviewed and provided recommendations on HR processes, the management of the MOT's Training Center and mentored and guided BPO's taskforce in charge of developing competency models and job descriptions for the MOT. In the area of capacity building, the team conducted training for the junior staff, echelon 3 and 4 on managerial skills, and the HR management to echelon 4 of the BPO and HR officers of the Units.

In 2007, ITAP aimed to build and strengthen human resource capacity through training activities, hands-on technical support and identification of alternatives to overcome policy and regulatory issues that are beyond the immediate control of the MOT. ITAP held 25 HR and general training activities that included a total of 343 participants. In addition, ITAP held four different English courses to a total of 45 participants. The last two months of 2007 proved difficult in mobilizing personnel for training as well as for conducting studies because of their work load in finalizing end-of-year work and priority given to recruitment of new employees.

A. HR Policies and Procedures.

In an effort to modernize HR operations within the Ministry, ITAP assisted with mapping the processes of the Bureau. An analysis of the key HR processes within the BPO as they are currently being performed was conducted and from that analysis some recommendations were drawn for enhancing how HR processes are executed to reduce administrative work and improve overall departmental efficiency. A final report on "HR Process Reengineering within the BPO" was completed and presented to the Head of the BPO and staff. The report notes that despite HR

processes within the BPO being largely dictated by central governmental policies and civil service regulations and codes, improvements can be realized. It recommends reducing time to complete a given HR transaction while maintaining a high quality of output through more effective assignment of tasks and identifies development of a sense of accountability as critical to improving operations of the BOP. Additionally, the planned upgrade of a more robust, analytical IT system along with the introduction of a competency-based performance management system will provide additional support necessary to institutionalize a revitalized work ethic and operating environment.

In the area of general capacity building intended for all MOT personnel, ITAP worked with the Training Center to identify its strategies, operations issues, and its needs. The general perception of the MOT Training Center (Pusat Pendidikan dan Pelatihan Perdagangan – Pusdiklat) tht it has underperformed and is generally failing to contribute substantially to the MOT's capacity development efforts. ITAP therefore conducted an assessment of the issues that are affecting the performance and perception of the Training Center, and provided recommendations of what should be done to improve its operation. The assessment included the following activities: 1) observation of the planning, administration, operational and program implementation activities at the Training Center; 2) identification and review of training and development policies and procedures in use at the MOT and noting the sources (MenPan, LAN, Minister, Secretary General or other); and 3) observation of the training center operations for the International Export Training Center (IETC), the Metrology School in Bandung in Jakarta. A final report was completed, which covers the key units providing training within the MOT, an overview of current conditions and arrangements for delivering education and training, the major problems/issues facing training and education organizations, and present best practices used to address these problems in other ministries in Indonesia, plus a set of recommendations for addressing / overcoming these problems and issues.

B. Career Planning and Development

The objective of this system is to motivate employees to work more effectively with a goal-oriented mindset as staff who will have clear understanding of what steps they need to take to move forward in their careers at the MOT. But to effectively carry this out, a competency-model must be completed. This task is therefore pending the completion of the competency model (discussed below in section C).

C. Job Analysis and Standard Job Competencies

ITAP's original intention was to assist the MOT in developing standard job competencies for Echelons 3 and 4 of TREDAs and the Legal Bureau. 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 first organized a mentoring session on competencies which was attended by the BPO staff from Echelons 3 and 4. ITAP delivered a presentation to the Secretary General and approximately 20 MOT officials on its "Comparative Review of the Organizational Structures for Trade Ministries in Selected Countries." The presentation was well received and the MOT used this information as a foundation to develop the competencies needed to accommodate the different functions within the Ministry. A taskforce was also created to lead the development of the competency-models. ITAP provided mentoring support for administering and evaluating job analysis questionnaires, collecting job descriptions, developing the job codes, report writing of interview results, and preparing business processes of the job descriptions.

More intensive work and review was conducted, and the taskforce divided into small teams to concentrate on designated areas of the Ministry. The task force developed competencies to support career planning and developed job descriptions using a job evaluation questionnaire specified by MenPAN, which is to serve as the basis for the new performance-based remuneration system. The taskforce was also assigned to document the business process of each unit to

complement the job descriptions. With ITAP's support, the task force: 1) documented 70% of the business processes in the Secretary General's units; 2) developed 80% of the job descriptions in the Secretary General's units; 3) held 18 group mentoring / socialization sessions; and 4) held 23 one-on-one task force mentoring sessions. In addition, ITAP developed a competency model for the BPO, and prepared an organizational chart and position description of the BPO.

D. Training and Education

This year saw the start of several new training courses involving a broader audience of MOT participants. Work Skills Development, Human Resource Management, Management Skills and English courses were launched. Ensuring good attendance at all the courses proved to be a challenge, however, particularly for the Management Skills Training courses, which were targeted for Echelon 3 staff. The Ministry requires that participating staff be under 50 years old, which substantially reduces the number of potential participants at this level. For other courses, the HR / training specialist worked closely with the BPO to register MOT staff and to ensure they attended the courses. However, travel schedules, heavy workloads, and the Ministry's priority to recruit new employees led to low attendance and some course cancellations, particularly for those participants in Echelon 3. Based on the course evaluations, the course participants found all the courses to be very useful in terms of content, delivery and training tools, in addition to being well presented. Still, ITAP has learned from this experience and has set a new training strategy for 2008, which entails significantly reducing the number of HR and general training courses. Instead, the focus will be on mentoring sessions to provide more practical, hands-on training, based on participant feedback and requests by the BPO. A description of the different training courses conducted in 2007 is listed below.

English Courses. ITAP coordinated four English classes for MOT personnel that were completed in 2007, with mixed results. First, the Academic English course program, which was facilitated by the language center at the University of Indonesia and aimed to improve the TOEFL scores of otherwise qualified candidates for the MITP program. The course showed good results with eight out of fourteen participants achieving above the 450 passing grade. Although the other six did not score above 450, they did manage to improve their scores from their previous tests.

Second, the General English course, also facilitated by the University of Indonesia was developed for echelon level 3 personnel with minimal English language skills. The program started in late December with twenty-two registered students. Low attendance was a problem for this course with an average attendance of six participants.

Third, the Academic English course program in Bandung began in late December was designed specifically for the Directorate of Metrology and other MITP candidates that are unable to commute to the regular classes in Jakarta with an average of fourteen participants, facilitated by the Executive English Program.

Fourth, Business Report Writing was very much sought after, evidenced by the fifty-two registered for the placement test. However, only eleven qualified for the course based on their test results; after some consideration another eight were added. Because of the high interest for the course, ITAP planned to conduct another two courses for those that scored lower with an adjusted set of course materials. However, again, attendance was marginal (average 53%) and the planned future courses were therefore cancelled.

Work Skills Development for the New Recruits. This series was designed for new recruits to enable them to work more effectively. Participants were highly enthusiastic and eager to learn and attendance was good throughout the series.

Managerial Skills for Echelons 3 and 4. These are the necessary skills to be an effective middle manager, which include strategies and techniques in communications and implementation of this role. Outcomes of this course showed good attendance and feedback from Echelon 4 officials, however due to reasons described above, several classes had to be cancelled due to low attendance, despite proactive efforts by ITAP to encourage full attendance.

Human Resource Management (HRM). This workshop series aimed to enable participants to acquire the skills in managing people in an organization and was open to all interested MOT staff. The course had good participation and received positive feedback.

HR Management Weekly Internal Trainings. The 14 participants were newly recruited employees of the Bureau of Personnel and Organization. The objectives of the course were to familiarize the employees of the Bureau to the concepts and practices of generally accepted human resources management. Participants discussed general HR work issues, including the work system, recruitment, selection and staffing, training and development, career management, performance measurement systems, termination and outplacement programs. In addition, special HR topics, including strategic HR management, competency-based HR management and an HR Scorecard were also discussed. Every class included active participation with in-depth discussions about how each topic is being implemented within the MOT. Not only were these discussions useful in daily work, but participants utilized the classes as an opportunity for them to voice their vision for the MOT.

E. Training Materials and Equipment.

In order to assist the MOT in delivering training activities effectively and to meet the diverse training needs for implementing ITAP training programs and improving the capacity of the MOT, the Head of the BPO provided his meeting room for ITAP to convert it into a training room. ITAP furnished the room with desks, chairs and equipment to provide comfortable space for up to 20 trainees. The room was ready for use in late August, and was immediately in heavy demand for various ITAP training activities, as well as by the MOT for meetings and training courses.

F. Organizational and Operational Efficiency and Effectiveness

ITAP delivered a presentation to the Secretary General and approximately 20 MOT officials on a “Comparative Review of Organizational Structures for Trade Ministries in Selected Countries”. The presentation was well received and the MOT is considering next steps that were proposed during the presentation, which is expected to include the development of a small team from the MOT and ITAP, to follow-up on the report’s recommendations.

ITAP also developed a preliminary business plan and action plan to establish an International Liaison Office (ILO) at the MOT. In preparation, ITAP held several meetings with former trade promotion/commercial officers of the MOT, and was requested by the MOT to support the establishment of the ILO, including providing a start-up manager, to improve the communications, coordination and improve trade promotion efforts between all overseas trade attachés, trade promotion offices and the MOT. The manager has been selected by ITAP and received approval from the Minister; he is expected to begin the new position in early 2008, pending USAID approval.

Information Technology

ITAP continued to focus on its upgrading and support program for the MOT’s information and communication technologies. Significant progress was made in planning and designing the network infrastructure for the new MOT building, and ITAP ended the year in a good position to move forward with implementing the three phases of the Information Resources Management Justification,

as is described more fully below. In terms of training courses, ITAP faced a challenge in obtaining enough registered participants to hold regularly scheduled courses and instead opted to offer them on an as-needed basis. This year, four training courses were held for a total of 55 MOT employees.

A. Network Infrastructure

ITAP was requested to assist the Ministry of Trade (MOT) in designing the network infrastructure and data center for the new building that is under construction. Following receipt of administrative approvals, ITAP sent requests to six vendors seeking quotations from Jakarta-based information technology consulting firms to work with the Ministry of Trade, its architects and engineers to:

1. Plan, design and oversee the installation of cabling within the new Ministry of Trade building to support a modern and efficient local area network;
2. Assist in planning and design of a corporate mission-critical data center consistent with industry standards relating to security, availability, scalability, and manageability; and
3. Provide advice and recommendations to the building architect, interior designer and other involved parties for the planning and layout of the offices for the IT department.

Two firms responded and following a review of the technical and financial proposals by a committee comprised of representatives from both the MOT and ITAP, one firm was selected to provide the specified services. The vendor contracted to design the network infrastructure and the data center presented its first deliverable, the 'LAN and Data Center Design Architecture' was reviewed and approved jointly by the MOT and ITAP.

B. Information Resources Management Justification

The Information Technology Infrastructure Blueprint received formal approval from the MOT in May. ITAP began development of an Information Resources Management Justification (IRM) as a first step to the acquisition of IT hardware and software for the MOT. ITAP worked with the MOT to identify urgent priorities for ITAP funding, including:

- Equipping of the new data center
- Installation of a data communications network in the new building
- Provision of an IP telephony network for the new building.

ITAP's Information Resources Management Justification (IRM) received approval from both USAID and the IRM Committee in Washington. This became the first step to the acquisition of IT hardware and software for the MOT. Frequent consultations were made with the management of the TREDATA Data Center to discuss issues and challenge assumptions associated with the proposed upgrade of the MOT IT infrastructure.

In reviewing the MOT's essential needs for the new building, three areas were identified for ITAP support: 1) construction and equipping the data center; 2) networking equipment; and 3) a digital IP telephony system in the new building with a gateway to provide an analog connection with the older buildings. From ITAP's discussions with the MOT about the prioritized issues, it became clear that the MOT has no allocated budget to allow independent purchase of identified priorities and is thus entirely reliant on ITAP funding.

The initial list of cost estimates for the Phase I implementation to be funded by ITAP totaled over \$3.6 million at list prices. In view of budget limitations, the Phase I was further examined and the revised cost at list price was approximately \$2.98 million. With expected equipment discounts

that could range from 10-25%, this amount should be near or within available funds earmarked for the MOT's IT upgrading program.

While the IRM includes the procurement of desktop PCs and laptops, the MOT has received 300 PCs donated by the Chinese government and ITAP was therefore asked to focus its funding on the needs for the new building. The IRM also included approval to procure an anti-spam/anti-virus networking appliance as part of the equipment procurement. Due to urgent requests by the Ministry, approval was granted to acquire this item immediately and it has been installed at the MOT.

In addition to the budgetary work carried out for Phase I, initial planning was completed on budgets for the two additional phases of work:

- Phase II will consist of additional equipment for the data center, network and telephony infrastructure that is likely to require an additional \$2.7-3.0 million of funding; and
- Phase III will consist of the improvement or development of applications systems beyond the conclusion of the ITAP project and through to June 2012. This is likely to require a further \$4.5 million.

Following incorporation of recommendations, the RFP was distributed to twelve vendors; a briefing for all vendors will be held by the MOT on in November; and the due date for receipt of proposals was 26 November, which ITAP and the Ministry reviewed in December. Also during the month ITAP procured for the Ministry a network switch to replace a faulty unit that was identified as being responsible for the ITAP legal office and the Legal Bureau not having internet or email access. At the close of December, ITAP was completing the process of selecting a vendor for this project, and arranging for a subcontract, in order for work to commence in early 2008.

C. IT Courses

To enable ITAP to offer IT training to MOT office staff, ITAP selected a Jakarta-based information technology training firm to provide IT training courses exclusively to Ministry staff. However, all custom IT training courses for the MOT were quickly cancelled due to problems getting a sufficient number of participant registrations in advance to ensure the minimum required participants for each scheduled training program. Instead, ITAP opted to only book training courses with the vendor after a sufficient number of participants have registered. ITAP also changed the course venue to the MOT, which addressed a perceived problem of staff having to travel to the vendor's computer lab approximately 30-45 minutes travel distance from the MOT. The following training courses were offered to Ministry staff: Smart Use of the Personal Computer, Introduction to Microsoft Word, Advanced Word, Introduction to Microsoft Excel, Introduction to Microsoft PowerPoint, Introduction to Access and Internet Explorer, and various technical courses. This year, fifty-five MOT employees attended four IT user training courses: Introduction to PCs; Word; Excel and PowerPoint.

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

ITAP Project Budget Update – January 2008

Budget Line Item	Project Budget	ACTUAL and ACCRUED Expenses Through End of This Q1 FY08					
		ACTUAL Expenses Through end of Q4 FY07	ACTUAL and ACCRUED Expenses Q1 FY08				Total
			1st Month Oct-07	2nd Month Nov-07	3rd Month Dec-07	Total	
Labor	\$5,950,139	\$3,292,853	\$194,400	\$282,063	\$208,752	\$685,215	\$3,978,068
Travel and Transportation	\$480,562	\$272,651	\$9,114	\$24,090	\$18,090	\$51,294	\$323,945
Allowances	\$920,122	\$624,487	\$61,545	\$52,009	\$48,125	\$161,679	\$786,166
Other Direct Costs	\$588,547	\$243,498	\$5,847	\$3,350	\$5,120	\$14,317	\$257,814
Equipment, Vehicles and Freight	\$157,307	\$52,475	\$1,174	\$1,111	\$1,111	\$3,396	\$55,871
Strategic Activities Fund	\$4,950,000	\$883,809	\$20,718	\$30,600	\$166,100	\$217,418	\$1,101,227
Subcontracts	\$109,027	\$47,418	\$100	\$0	\$0	\$100	\$47,518
G&A	\$288,223	\$85,161	\$4,129	\$7,763	\$9,588	\$21,480	\$106,641
TOTALS	\$13,443,927	\$5,502,352	\$297,027	\$400,986	\$456,886	\$1,154,899	\$6,657,251

Economics Training, Lectures and Mentoring

A. Commodity Profiles Completed in 2007

No.	Title of Commodity Profile	Date Completed
1.	Automotive and Automotive Components	Jan. 2007
2.	Indonesian Shrimp	Feb. 2007
3.	Indonesian Cocoa	Feb. 2007
4.	Indonesian Furniture	Jun. 2007
5.	Commodity Profile Writing Manual	Feb. 2007

B. Workshops and Lectures

No.	Date	Title	Participants
TREDA Economic Research Workshop Series			
1.	March 13-14	Economic Integration: Theory and Application	Day 1: 20 Day 2: 19
2.	April 3-4	Import Tariff and Export Tax: Theory and Application	Day 1: 22 Day 2: 20
3.	April 17-19	Practical Sampling Methods and World Integrated Trade Solutions (WITS)	Day 1: 28 Day 2: 29 Day 3: 23
4.	May 1-2	Application of Policy Analysis Matrix (PAM) for Trade Policy Analysis	Day 1: 19 Day 2: 19
5.	May 29-30	Application of Analytical Hierarchy Process on Prioritizing Activities	Day 1: 17 Day 2: 20
International Economic Trade Negotiations			
1.	January 8-16	- Multilateral, Regional and Bilateral Negotiations - Bilateral Trade Negotiations - Role of Domestic Interest Groups in Trade Negotiations - Negotiating Strategies and Tactics	22
2.	February 8	Negotiating Strategies and Tactics	13
International Economic Trade Negotiations in Cooperation with the EU Trade Support Programme			
1.	January 22	- Multilateral Trade Economic Negotiations - The Doha Negotiations and NAMA from MOT Perspective - Indonesian Perspective on Multilateral Economic Trade Negotiations	30
2.	January 23	- Regional and Bilateral Trade Economic Trade Negotiations - Indonesian Perspective on Regional and Bilateral Economic Trade Negotiations - Negotiating Strategic Tactics	30
3.	January 24	- International Economic Trade Negotiations - Role of Domestic Interest Groups in Economic Trade Negotiations	29

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		- Role of Indonesian Domestic Interest Groups in Economic Trade Negotiations	
4	January 25-26	Bilateral FTA Negotiation Simulation	30
WT General Agreement on Trade in Services			
1.	November 7	- History of the Uruguay Round GATS Negotiation - Components of a Services Schedule - Scheduling of Services Commitments - Source of Information on Services	15
2.	November 8	- Effective Writing - Writing an Overview Paper on International Trade in Services - Role Playing “Interagency Trade Framework”	15
3.	November 13	- Indonesia’s International Trade in Services - Increasing Participation of Developing Countries - Indonesia’s Creative Industries - How Binding Are GATS Commitments?	15
4.	November 14	- Services in the Doha Development Agenda Round - DDA Rules Making	15
5.	November 15	- Formulating Service Strategies - Domestic Regulations - Temporary Movement of Natural Persons - Developing Countries Issues	15
E-Learning on International Trade in Services			
1.	October 23	Introduction to Trade in Services and International Agreements Course	15
2.	October 30	Overview of Economics of Trade in Services	15
3.	November 15	Statistics, Protection	15
4.	November 20	The GATS	15
5.	November 27	Services Trade in Regional and Bilateral Agreements	15
6.	December 4	Movement of Services Providers	15
7.	December 11	E-Commerce and Outsourcing	15
8.	December 18	Trade in Services: Sectoral Issues	15

C. Lectures

No.	Date	Title	Participants
Trade Research Expert Lecture Series			
1.	February 21	Current Conditions in the Indonesian Shrimp Export Industry and Markets.	47
2.	March 28	Current Conditions in the Rice Market and Indonesian Rice Policies.	47
3.	April 13	Hypermarkets and Traditional Markets: How Can They Live Together in Harmony?	58
4.	April 27	The Dynamics of Import Tariff Policies and Classifications Systems.	96

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No.	Date	Title	Participants
5.	May 9	Promoting a Competitive and Friendly Business Climate	79
6.	May 23	How Can Indonesia Benefit from Asia Regional Free Trade Area?	73
7.	August 29	Agricultural Marketing System Development	52
Research Lecture			
	February 21	How to be a credible and competitive researcher: TREDA Research Communication Forum	47
MITP Guest Lectures			
1.	August 27	Value-added and Marketing System Development for Agriculture	23
2.	September 3	Indonesian Sugar Policy	21
3.	September 4	The WTO and Development Issues in the Doha Development Round	21
4.	October 22	International Trade in Service	21
5.	October 29	International Property Rights and The WTO Trips Agreement	23
6.	November 26	Regional trade Agreements and the World Trade Organization	21
7.	December 3	Analyzing Foreign Trade Policies: The Nominal Rate of Protection	23

D. On-the-Job training and mentoring on Economic Research and Agricultural Economics, International Trade and Policy Analysis

No.	Date	Title	Center Receiving Support
1.	June 4-16	Policy Analysis of Market Barriers of Indonesian Exports in Indonesia's Trade Partnership Countries	Foreign Trade Research Center
2.	June 18-23	Dependency of National Industries on Imported Raw Materials	Foreign Trade Research Center
3.	June 25-30	Impacts of Tariff Reductions on Indonesian Fishery, Forestry, and Chemical Products	Foreign Trade Research Center
4.	July 2-7	Business Partnerships Between Modern Retailers and Suppliers	Domestic Trade Research Center
5.	July 9-14	Promoting Indonesian Consumer Appreciation of Domestic Market Brands Production	Domestic Trade Research Center
6.	July 16-27	Developing Regional Distribution Centers for Products	Domestic Trade Research Center
7.	July 30 – August 1	Impact of Domestic Trade Regulations	Business Climate Research Center
8.	August 13-18	Impact of Export and Import Regulations	Business Climate

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No.	Date	Title	Center Receiving Support
9.	August 20-31	Competitiveness of Indonesian's Horticultural Products in International Market	Research Center Foreign Trade Research Center

E. Mentoring: Support to TREDA in Economic Papers

Topic		Participants
Quarter 1		
1	Assisted in the preparation of commodity profiles on cocoa, automotive components, shrimp, coffee, electronics and furniture	1
2	Reviewed the 27 research proposal being conducted by TREDA's in 2007 including trade barriers to exports, developing trade services, tariff reductions.	1
3	Assisted the staff of TREDA's Domestic Trade Research Centre to develop proposals on evaluating distribution systems	1
4	Mentored on policy memo on export tax on crude palm oil	1
5	Consulted on paper on the Competitiveness of Indonesian Agribusiness	1
6	Consulted on paper mentored TREDA staff on a paper on rice imports	1
7	Reviewed and consulted with the DGITC and TREDA on the WTO Secretariat Report on the Trade Policy Review of Indonesia	1
8	Reviewed and consulted with the DGITC and TREDA on the Government Report for the Trade Policy Review of Indonesia	1
9	Consulted with the DGITC on speech for Minster on Doha and Development for a seminar.	1
10	Edited paper on the Impact Analysis of ASEAN Cumulative Negotiation to the Indonesian Textile and Clothing Product Import to Japan: Chapter 1 and 2	1
11	Edited paper on Malaysia's Palm Oil Downstream Industry	1
12	Helped and gave a comment on the research proposal of FTRC on the research project title: Study on Dependency of National Industries on Imported-Raw Materials	1
13	Mentored BCRC staff on the writing report on the impact of tariff reduction on corn: Methodology	1
14	Mentored Domestic Trade Research Center staff on the methodology issues on their research: Consumer appreciation on market brand to promote domestic production	1
15	Mentored BCRC staff on the writing her research proposal on the comparison of Business Climate indicator between Indonesia and Geneva (Proposal for EU-TSP Program)	1
16	Revised DTRC's research proposal on the study of Legal Metrology System in Indonesia	1
Total Q1 Participants		16
Quarter 2		
1	Mentoring TREDA staff to prepare the Term of Reference (TOR) of	1

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	Topic	Participants
	Integrated Sugar policy	
2	Mentoring on TREDA Planning and Evaluation Handbook	1
3	Reviewing a research proposal entitled “Indonesian Integrated Sugar Policies.	1
4	Reviewing a working paper related to CPO market integration written by TREDA Staff	1
5	Started to mentor two proposals on the TREDA International Research Internship program	1
6	Reviewed 21 TREDA's progress of research proposal for 2007	1
7	Reviewed the 21 TREDA's research proposal 2008	1
8	Reviewed 5 research proposals for 2007 Domestic Trade Research Center.	1
9	Reviewed 11 research proposals coming from the bidding company for the Domestic Research Center	1
10	Mentoring on the determination of the sugar floor price and sampling design and sampling methods.	1
11	Mentoring 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
12	Mentoring on Commodity Profile: Furniture	1
	Total Q2 Participants	12
Quarter 3		
1	5 research proposals on Internship Program	1
2	Market Potential in Kalimantan Border area	1
3	Policy Analysis of Domestic Sugar Market	1
4	Planning and Evaluation Handbook	1
5	Sugar Integrated Policy	1
6	Indonesian CPO Export Analysis	1
7	The impact of Domestic Trade Regulations	1
8	Optimum distribution system model	1
9	Impact analysis of rubber supply control in International Rubber Markets	1
10	The Impact of Government Policy on the Welfare	1
11	Monthly Price projection of 9 commodities	1
12	After Sale services	1
13	5 research proposals on the job training with FTRC, DTRC, and BCRC	1
14	Distribution System of Imported alcoholic beverages	1
15	Commodity Profile	1
16	Supervise a work plan related to “Communication Forum of TREDA Researcher	1
17	Supervising TREDA Staff on formulating policy memo in response to the volatile of the price of staple food in response to Hari Raya	1
18	Supervise on TREDA Plan for 2008 Training Program	1
19	Supervise on writing a policy memo entitled “Policy alternative for cooking oil	1

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	Topic	Participants
	price stabilization	
20	Blue Print for Action: National Team on International Trade Negotiations	1
	Total Q3 Participants	20
Quarter 4		
1	Comparison study of floor price on sugar	1
2	Enhancing the competitiveness of Indonesian Auto-Part Components: learning from Thailand Automotive Industry	1
3	How can Indonesia's Agricultural Products Penetrate Modern Market	1
4	Enhancing the competitiveness of Indonesian Agricultural Fruit Export.	1
5	Distribution system of Imported Beverages'	1
6	The Analysis of the Potential Effects of the Mandatory Standard to the Performance of Domestic Industry (MITP)	1
7	Impact Analysis of Rice Import Tariff Policy to Domestic Rice Market (MITP)	1
8	Analysis of Import Tariff Policy on Processed Cocoa product in Indonesia (MITP)	1
9	TREDA Research Communication Forum	1
10	TREDA Statistic Forum	1
11	Analysis of After sale services	1
12	Evaluation of Consumer Appreciation to strengthen domestic produced goods	1
13	Evaluation of Regional Distribution Center	1
14	Sustainable development of Indonesia Non-Oil Export Master Plan	1
15	Possibility of FTA between Indonesia-Australia	1
	Total Q4 Participants	15
	Total 2007 Participants	63

Legal Seminars, Workshops and Mentoring

A. Legal Seminars and Workshops

No.	Date	Topic	Participants
1.	February 21 February 22	Advanced Legal Drafting Workshop: Regulations	31 38
2.	March 6	Workshop on WTO Law: Main Principles in Subsidies and Fisheries	15
3.	March 28 March 29	Advanced Legal Drafting Workshop: Agreements	38 34
4.	April 11 April 12	WTO Antidumping Law and Practice – Impact for Indonesia	45 45
5.	April 19	Practical Legal Issues in Dumping Subsidy and Safeguard Proceedings	38
6.	April 23 April 24	International Trade Remedy Cases	34 34
7.	May 21	Legal Aspects of WTO Fisheries Subsidies negotiations	12
8.	May 22 May 23	WTO Services Seminar: Key Legal Issues	42 42
9.	May 24	WTO Services: Law and Policy Roundtable	20
10.	May 29	Multilateral Economic Trade Negotiations / Negotiating Strategies and Tactics (MoA)	33
11.	June 7	Antidumping for Accountants (KADIN)	52
12.	July 10	Weekly training with KADI and KPPI on safeguards	11
13.	July 13	Weekly training with KADI and KPPI on safeguards	9
14.	July 17	Weekly training with KADI and KPPI on safeguards	6
15.	July 20	Weekly training with KADI and KPPI on safeguards	4
16.	July 17 July 18 July 19	Advanced Symposium on WTO law	38 41 37
17.	July 24	Weekly training with KADI and KPPI on safeguards	11
18.	July 27	Weekly training with KADI and KPPI on subsidies	17
19.	July 31	Weekly training with KADI and KPPI on subsidies	18
20.	August 3	Weekly training with KADI and KPPI on subsidies	15

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No.	Date	Topic	Participants
21.	August 7	Weekly training with KADI and KPPI on subsidies	13
22.	August 7	Seminar presented on US Section 337 for the Trade Defense	10
23.	August 10	Weekly training with KADI and KPPI on subsidies	11
24.	August 14	Weekly training with KADI and KPPI on subsidies	12
25.	August 16	Weekly training with KADI and KPPI on subsidies	8
26.	August 21	Weekly training with KADI and KPPI on subsidies	12
27.	August 24	Weekly training with KADI and KPPI on subsidies	13
28.	August 28	Weekly training with KADI and KPPI on subsidies	15
29.	August 31	Weekly training with KADI and KPPI on subsidies	12
30.	September 5	Weekly training with KADI and KPPI on antidumping	14
31.	September 6	Training MITL students on international trade remedies	17
32.	September 7	Weekly training with KADI and KPPI on antidumping	20
33.	September 10	Weekly tutorial for MITL students	17
34.	September 12	Weekly training with KADI and KPPI on antidumping	11
35.	September 13	Training MITL students on international trade remedies	17
36.	September 14	Weekly training with KADI and KPPI on antidumping	12
37.	September 17	Weekly tutorial for MITL students	17
38.	September 19	Weekly training with KADI and KPPI on antidumping	8
39.	September 20	Training MITL students on international trade remedies	17
40.	September 21	Weekly training with KADI and KPPI on antidumping	5
41.	September 24	Weekly tutorial for MITL students	17
42.	September 26	Weekly training with KADI and KPPI on antidumping	8
43.	September 27	Training MITL students on international trade remedies	17
44.	October 4	Training MITL students on international trade remedies.	17
45.	October 25	Training MITL students on international trade remedies.	17

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No.	Date	Topic	Participants
46.	October 29	Training MITL students on international trade remedies.	16
47.	October 31	Weekly training with KADI and KPPI on antidumping	21
48.	November 1	Training MITL students on international trade remedies	16
49.	November 2	Mentoring session and training class for KADI, KPPI and MITL students.	14
50.	November 7	Weekly training with KADI and KPPI on antidumping calculation case study	17
51.	November 8	Training MITL students on international trade remedies	17
52.	November 9	Weekly training with KADI and KPPI on antidumping calculation case study	12
53.	November 14	Weekly training with KADI and KPPI on antidumping calculation case study	10
54.	November 15	Training MITL students on international trade remedies	17
55.	November 16	Weekly training with KADI and KPPI on antidumping calculation case study	6
56.	November 22	Training MITL students on International Trade Remedies	17
57.	November 28	Weekly training with KADI and KPPI on anti dumping and injury	12
58.	November 29	Training MITL students on International Trade Remedies	16
59.	November 30	Weekly training with KADI and KPPI on anti dumping and injury	5
60.	December 5	Weekly training with KADI and KPPI on antidumping case injury	7
61.	December 6	Training MITL students on international trade remedies	17
62.	December 7	Weekly training with KADI and KPPI on antidumping calculation case study	7
63.	December 12	Weekly training with KADI and KPPI on antidumping injury determination	7
64.	December 13	Training MITL students on International Trade Remedies	17
65.	December 14	Weekly training with KADI and KPPI on antidumping injury determinations.	7

B. Mentoring and Counseling

No.	Date	Type of Legal Counseling	Participants
1.	January 8	Counseling Trade Defense lawyers on export restrictions applied by government of Indonesia.	1
2.	January 9	Counseling Legal Bureau (LB) lawyers on options for how to protect Indonesian laborers in Taiwan.	1
3.	January 10	Counseling Legal Bureau (LB) lawyers on Trade-Related Intellectual Property Rights (TRIPS) Agreement.	1
4.	January 11	Counseling Legal Bureau (LB) lawyers on terminology and translation of Licensing Agreement.	1
5.	January 12	Counseling International Trade Cooperation (ITC) lawyers on Brazil's recent Doha proposal concerning Agreement on Subsidies and Countervailing Measures (ASCM)	1
6.	January 25	Counseling Legal Bureau (LB) lawyers on the exception of the competition laws on the acts and agreements to comply with government regulations	1
7.	January 26	Counseling Legal Bureau (LB) lawyers on the exception of the competition laws on the acts and agreements to comply with government regulations	1
8.	February 13	Consultation with International Trade Cooperation (ITC) lawyer on Import Licensing, specifically automatic and non-automatic import licensing on textile products.	1
9.	February 14	Consultation with Trade Defense on the simultaneous application of antidumping and safeguard measures.	1
10.	February 14	Counseling International Trade Cooperation (ITC) lawyer on automatic and non-automatic import licensing on textile products, and strategies for responses to queries.	1
11.	February 15	Counseling Trade Defense lawyers on DOHA Development Agenda issues, especially the issue of agriculture (Tariffs, Subsidies, Special Safeguard Mechanism, Special Products, Trade Remedies).	1
12.	February 22	Counseling Legal Bureau (LB) lawyers on Draft Government Regulation on Franchising.	3
13.	February 23	Counseling Training Center lawyers on WTO law issues, and how to anticipate questions on WTO.	5
14.	February 26	Consult with DGITC on Rules Negotiations and Dispute Settlement	1
15.	February 28	Consultation with the Acting Director of the Rules Division of DGITC on WTO Subsidies negotiations on Fisheries, and research on the same	1
16.	March 1	Preparation of advice for official of Multilateral relating to consultations assistance on fisheries questions from WTO for the coming rules negotiation on fisheries in Geneva.	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
17.	March 2	Preparation of advice for official of Multilateral relating to consultations assistance on fisheries questions from WTO for the coming rules negotiation on fisheries in Geneva.	1
18.	March 3	Preparation for advice on fisheries related topics for official of DGITC.	1
19.	March 5	Counselling with official from the ITC on WTO rules negotiation and dispute settlements, regarding enhancing Indonesia's participation as third parties in WTO dispute settlement	1
20.	March 5	Counseling lawyer from Trade Defense on Article XXIV of the GATT (the exception on free trade areas), relating to the requirement to invoke this article and the exceptions available	1
21.	March 6	Consultation with KADI, Trade Defense and Rules Division of DGITC on WTO antidumping negotiations	7
22.	March 6	Advising official from KADI on the issue of "like product" in the context of antidumping investigation referring to the Panels and Appellate body interpretation	1
23.	March 6	Advised officials from the Ministry of Fisheries and Seas and MOT about Indonesia's current policies on fisheries management system	3
24.	March 6	Consultation with lawyer from ITC-Multilateral on drafting the ministerial decrees for the G-33 meeting	1
25.	March 7	Preparation for advice for lawyer for ITC-Multilateral about Trade Facilitation	1
26.	March 8	Preparation for advice for lawyer for ITC-Multilateral about Trade Facilitation	1
27.	March 9	Preparation for advice for lawyer for ITC-Multilateral about Trade Facilitation	1
28.	March 12	Advise DGITC officials about Special & Differential Treatment and other possible advantages for developing countries under the WTO	2
29.	March 13	Advise lawyer from LB on draft proposal on how to assess the role of lawyers in WTO negotiations	1
30.	March 14	Trained Training Center on the material on WTO Main Principles, for Regional Trade Training	9
31.	March 14	Advise lawyer from LB on draft proposal on how to assess the role of lawyers in WTO negotiations	1
32.	March 15	Advise lawyer from LB on draft proposal on how to assess the role of lawyers in WTO negotiations	1
33.	March 14	Advise LB lawyer about a signature clause for an agreement entered into by the MOT and PT Sucofindo	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
34.	March 15	Advise LB lawyer about the use of stamp duty in the same agreement	1
35.	March 15	Advise KADI official about the draft amendment regulation on antidumping	1
36.	March 16	Advise lawyer of Trade Defense about sunset review	1
37.	March 21	Trained the Training Center on the material on WTO Dispute Settlement, for Regional Trade Training	6
38.	March 22	Advised LB lawyer on a textile agreement entered by the Minister of Trade re.: Inspection/compliance procedures.	1
39.	March 26	Advised LB lawyer regarding multi-brand issue on the distribution of cement in Bali	1
40.	March 27	Advised LB lawyer regarding multi-brand issue on the distribution of cement in Bali	1
41.	March 27	Advising Legal Bureau lawyer on revised proposal concerning Safeguard and Dispute Settlement	1
42.	March 27	Advising Legal Bureau lawyer on Bilateral Technical Arrangement between Indonesia and Egypt	1
43.	April 2	Advise Pak Sulistyono of ITC/Multilateral on import licensing. The advice resulted in providing new views to the ITC about how to address the issues about automatic and non-automatic import licensing.	1
44.	April 2	Advise Pak Sugeng of KADI on draft Anti-Dumping Regulation. Various different legal interpretation about the draft were given to Pak Sugeng, especially about the relationship of the WTO AD Agreement and this draft.	1
45.	April 3	Mentoring KADI officials on the introduction of WTO antidumping law, the multilateral legal framework, domestic legal framework, procedural aspects of antidumping investigation and the overview of an antidumping investigation.	9
46.	April 3	Advising Ibu Ida from KADI on the review process of an antidumping case in particular the review initiated by the investigating authority.	1
47.	April 3	Advising Pak Martua, Ibu Ati, and Pak Freddy from Trade defense on suspension agreement in Subsidy cases, and assist in developing position.	3
48.	April 4	Continued advising Pak Martua, Ibu Ati, and Pak Freddy from Trade defense on suspension agreement in Subsidy cases, and attend meeting with private company on suspension agreements.	3
49.	April 4	Mentoring Bani from ITC on WTO main principles, WTO Agreement hierarchy, TPRM and other WTO issues.	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
50.	April 5	Assist Ibu Nunik of LB on understanding suspension agreements.	1
51.	April 7	Continued the mentoring Bani from ITC on WTO main principles, WTO Agreement hierarchy, TPRM and other WTO issues.	1
52.	April 8	Continued the mentoring Bani from ITC on WTO main principles, WTO Agreement hierarchy, TPRM and other WTO issues.	1
53.	April 10	Advised Pak Wendy of LB about the use of the word "recommendation" for a regulation on inter-island trade.	1
54.	April 10	Advised the multilateral/ITC on about possible questions and topics raised in the coming rules negotiation meeting in Geneva, negotiations on subsidies, dumping and fisheries subsidies.	4
55.	April 13	Assisted the Legal Bureau and KADI in drafting the draft regulation on antidumping in Hotel Bidakara, Jakarta. Discussed about the format and basic elements of and early steps for an anti-dumping case.	9
56.	April 13	Advising Pak Martua of Trade Defense and his team on suspension agreements and assist in developing position, as well as meeting with producer/exporter.	4
57.	April 13	Advising KPPI on draft safeguard regulation, and giving comments and advice.	1
58.	April 13	Advice to Rules Division lawyer on Rules negotiations.	1
59.	April 13	Advised Pak Lulu of LB about the relationship of investments, TRIMS and GATS for the coming meeting about the EPA with Japan. He has been assigned to find out ways to make a good proposal for Indonesia's negotiation with Japan.	1
60.	April 16	Continued to assist the Legal Bureau (1 female, 1 male) and KADI (1 female, 1 male) in drafting the draft regulation on antidumping.	4
61.	April 16	Advising Pak Martua of Trade Defense on suspension agreement.	3
62.	April 17	Continue consulting KADI officials and Legal Bureau lawyers on the draft amendment of government regulation no.34 of 1996 concerning antidumping.	5
63.	April 17	Advised Pak Lulu of LB about how to read and understand Indonesia's commitments under GATS, to be used to draft Indonesia's new negative list for investment.	1
64.	April 18	Advising Ibu Lasminingsih of Legal Bureau and her team on Investment Law and corporate social responsibility rules in relation to environment and labor practices.	3

Appendix II

No.	Date	Type of Legal Counseling	Participants
65.	April 19	Advising Ibu Ida, Ibu Penta, Ibu Haryati and Pak Sugeng on the interpretation of Article 11.3 of the Antidumping Agreement concerning the duration of antidumping measures when administrative review was conducted	4
66.	April 20	Meeting with Pak Bachrul and Rules Division of DGITC, plus Fisheries Ministry, on negotiations on fisheries subsidies, and advice on negotiations.	5
67.	April 20	Advising Ibu Lasminingsih of Legal Bureau on Investment Law and World Bank guidelines on corporate social responsibility.	1
68.	April 20	Advising Nunik from the Legal Bureau on how to read Indonesia's service schedule in the GATS	1
69.	April 20	Advising KADI Officials on how to trace allowances in the accounting records, how to determine like products and how to do the DIFMER test.	4
70.	April 21	Advising Pak Bachrul and Rules Division of DGITC, plus Fisheries Ministry, on negotiations on fisheries subsidies, and assistance with drafting proposal	3
71.	April 23	Advising Nunik and Bonita from the Legal Bureau on how to read Indonesia's service schedule in the GATS, limitation of market access in service sector and services classification	2
72.	April 23	Advising KADI Officials on how to determine like product and correspond it to determine dumping margin calculation.	4
73.	April 25	Consulted with the Legal Bureau about Dumping Margin Calculation with Joseph Koesnaldi and Maureen Rosch.	4
74.	April 25	Advice to Pak Bachrul and Rules Division of DGITC, plus Fisheries Ministry, on negotiations on fisheries subsidies, and advice on negotiations and proposal.	3
75.	May 1	Met and continued mentoring and advice with KADI and KPPI about antidumping.	2
76.	May 1	Advice to Pak Bachrul and Rules Division of DGITC, plus Fisheries Ministry, on negotiations on fisheries subsidies, and advice on negotiations and proposal	3
77.	May 1	Advised Pak Freddy from the Trade Defense on the US review practices	2
78.	May 2	Preparation and advice to DGITC lawyer on ASEAN Charter	1
79.	May 2	Advised Trade Defense lawyer on the WTO review practices	1
80.	May 3	Consultation with the Trade Defense about various reviews relating to antidumping and subsidies matters involving various Indonesian companies in the steel industry.	11

Appendix II

No.	Date	Type of Legal Counseling	Participants
81.	May 3	Preparation and advice to DGITC lawyer on ASEAN Charter	1
82.	May 3	Advised Pak Alfons and Ibu Maudy from ITC on Fisheries Subsidies and Antidumping Negotiations in WTO	2
83.	May 4	Preparation and advice to DGITC lawyer on ASEAN Charter	1
84.	May 4	Advised Ibu Penta and Ibu Nunuk from KADI on Antidumping Procedures in Actual Cases	2
85.	May 4	Mentoring and advice class for KPPI and KADI on the Safeguard Agreement.	11
86.	May 8	Mentoring and advice with KADI and KPPI on antidumping in particular concerning the pre-initiation phase of AD investigation (Basis of Initiation, Lodging of a complaint, Minimum info required (check list), Source of info substantiating the allegation, Assistance to the applicant, Acceptance of the application).	8
87.	May 8	Preparation and advice to DGITC lawyer on ASEAN Charter	1
88.	May 9	Met with Pak Gatot of Multilateral to discuss services issues for Indonesia.	2
89.	May 10	Advising Freddy, Sugih and Pak Yani from Trade Defense on the changed circumstance reviews and how to do research on the ITC and DOC website	2
90.	May 10	Advised Ibu Duma from KADI on the profitability test (20-80-20 test) (Art. 2.2.1 and footnote 5 of the ADA) and the 5% test to determine the Normal Value (Art.2.2 and footnote 2 of the ADA)	2
91.	May 11	Mentoring and advice for KADI and KPPI on safeguards in particular concerning the determination of increased imports.	2
92.	May 15	Advised Freddy and Sugih from trade defense on subsidy case involving Indonesia	2
93.	May 15	Mentoring and advice with KADI and KPPI on antidumping in particular concerning analysis of petitions and initiations of investigations (AD Manual from the DOC)	2
94.	May 15	Mentored Ibu Ninuk of Treda about the WTO Agriculture Agreement, especially Special Product and Special Safeguard Mechanism.	2
95.	May 16	Advised KADI and KPPI officials on volume effects (absolute and relative), price effects (price undercutting, price suppression and price depression), comparable price in the same level of trade, weighted average dumping margin calculation and zeroing	2

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No.	Date	Type of Legal Counseling	Participants
96.	May 22	Mentoring and advice with KADI and KPPI on antidumping in particular concerning estimated dumping margins and injury on Antidumping Petition	2
97.	May 24	Mentoring Trade Defense lawyers on process of evaluation of a subsidy	2
98.	May 25	Meeting with Trade Defense to talk about the current new regulation, to see what types of trade issues might arise from that regulation/program.	2
99.	May 25	Mentoring and advice with KADI and KPPI on antidumping in particular concerning export price	2
100.	May 29	Mentoring and advice with KADI and KPPI on antidumping in particular concerning normal value	2
101.	May 30	Mentoring and advice with KADI and KPPI on antidumping in particular concerning price adjustment	2
102.	May 31	Consultation with DGITC (Bilateral) on AD review case involving Mexico and how to advise Indonesian industry affected.	1
103.	June 4	Advising Pak Alfons from ITC and the officials from Ministry of Seas and Fisheries, including the Director of Foreign Marketing, Pak Anang Noegroho, on fisheries subsidies to determine Indonesia position in the WTO negotiation.	13
104.	June 5	Weekly training with KADI and KPPI on antidumping on Cost of Production	5
105.	June 6	Advising and meeting with Pak Ali Hasan from Bilateral II and the ceramics industry to discuss on Mexican sunset reviews on antidumping cases.	1
106.	June 6	Advising Pak Tarmizi from Trade defense on Egypt antidumping case involving Indonesian tires	1
107.	June 6	Advising Pak Alfons from ITC and the officials from Ministry of Fisheries, including the Director of Foreign Marketing, Pak Anang Noegroho, on fisheries subsidies to determine Indonesia position in the WTO negotiation	8
108.	June 7	Continue providing advice for Pak Alfons from ITC and the officials from Ministry of Seas and Fisheries, including the Director of Foreign Marketing, Pak Anang Noegroho, on fisheries subsidies to determine Indonesia position in the WTO negotiation	7
109.	June 8	Weekly training with KADI and KPPI on antidumping on verification process and dumping margin calculation	12
110.	June 8	Advised Pak Alfons from ITC and the officials from Ministry of Fisheries, including the Director of Foreign Marketing, Pak Anang Noegroho, on fisheries subsidies to determine Indonesia position in the WTO negotiation	7
111.	June 11	Meeting with Trade Defense and assistance with draft	2

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No.	Date	Type of Legal Counseling	Participants
		briefing for Minister on Egypt Tires case.	
112.	June 11	Advised Pak Alfons from ITC on fisheries subsidies to determine Indonesia position in the WTO negotiation	1
113.	June 12	Weekly training with KADI and KPPI on safeguards	8
114.	June 12	Advising Ibu Mini and Bonita from the Legal Bureau on the MOU between Indonesia and Slovak Republic represented by NAFED and SORIA	2
115.	June 15	Weekly training with KADI and KPPI on safeguards	5
116.	June 18	Meetings with GOI to develop a legal text for Indonesia on fisheries subsidies in the WTO Rules negotiations.	1
117.	June 19	Weekly training with KADI and KPPI on safeguards	8
118.	June 19	Meetings with GOI to develop a legal text for Indonesia on fisheries subsidies in the WTO Rules negotiations.	2
119.	June 20	Consulting Pak Sugeng of KADI about the use of certain English terminology in relation to Indonesia's antidumping regulation asked by the WTO	1
120.	June 21	Meetings with GOI to develop a legal text for Indonesia on fisheries subsidies in the WTO Rules negotiations.	8
121.	June 22	Weekly training with KADI and KPPI on safeguards	9
122.	June 22	Advised Ibu Mini and Ibu Bonita on TPRM responses to various third country questions on legal issues	2
123.	June 25	Meetings with GOI to develop a legal text for Indonesia on fisheries subsidies in the WTO Rules negotiations.	11
124.	June 26	Weekly training with KADI and KPPI on safeguards	8
125.	June 27	Meetings with GOI to develop a legal text for Indonesia on fisheries subsidies in the WTO Rules negotiations.	11
126.	June 29	Weekly training with KADI and KPPI on safeguards	10
127.	April 2	Advise Pak Sulistyono of ITC/Multilateral on import licensing. The advice resulted in providing new views to the ITC about how to address the issues about automatic and non-automatic import licensing.	1
128.	July 5	Advising officials from Multilateral of MoT and officials from MoSF to talk about the legal text of the fisheries proposal	3
129.	July 5	Assisting the MOT to give advice to the Ceramic Industry on Mexican Antidumping case involving Indonesian ceramics industry	3
130.	July 6	Advised Multilateral about the establishment of RTA	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
131.	July 6	Advised Multilateral about the GATS relating to the authority of regional government in issuing policies and its relation to Art. 6 of the GATS.	1
132.	July 9	Advising the Trade Defense on subsidy case	2
133.	July 9	Advised MOT and MoSF on issues relating to WTO Consultation on Fisheries Subsidies Proposal	5
134.	July 9	Advising Legal Bureau officials on the follow-up questions on Indonesia Trade Policy Review from other WTO Members	2
135.	July 10	Advised MOT and MoSF on issues relating to WTO Consultation on Fisheries Subsidies Proposal	5
136.	July 11	Advising Legal Bureau officials on the interpretation of Article 6.14 of the Antidumping Agreement concerning expeditious investigation	2
137.	July 11	Advised MOT and MoSF on issues relating to WTO Consultation on Fisheries Subsidies Proposal	5
138.	July 11	Advised MOT lawyers in Trade Defense on verification issues	2
139.	July 12	Advised LB about the services regulation in Indonesian legal system.	1
140.	July 12	Advising Legal Bureau officials on the interpretation of Article 7.4 of the Antidumping Agreement concerning provisional measures	2
141.	July 12	Advised MOT lawyers in Trade Defense on letter to Egyptian authorities on tire case	1
142.	July 13	Advising Legal Bureau officials on the interpretation of Article 6.5.2 of the Antidumping Agreement concerning confidential information	2
143.	July 16	Advising the Trade Defense officials on WTO rules on enforcing panel decisions, including retaliation.	2
144.	July 16	Advising Legal Bureau officials on WTO rules on enforcing panel decisions, including retaliation.	3
145.	July 18	Advised MOT and MoSF on issues relating to WTO Consultation on Fisheries Subsidies Proposal.	2
146.	July 19	Advised DGITC APEC Division on Indonesian Investment law, APEC model measures for agreements, and Japanese proposal on foreign investment treaties.	1
147.	July 20	Advised DGITC APEC Division on Indonesian Investment law, APEC model measures for agreements, and Japanese proposal on foreign investment treaties.	1
148.	July 23	Met with and advised Regional DGITC about the APEC Investment Model.	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
149.	July 24	Consulting KADI on interpreting the exporters argument in the Indonesia AD case on HRC in particular regarding cost investigation	1
150.	July 24	Reviewed Indonesian Investment law, APEC model chapeau agreements, Japanese proposal on foreign investment agreement, and Canadian proposal on business mobility, and counseled DGITC	1
151.	July 26	Meeting with Trade Defense to explain trade case involving intellectual property enforcement	3
152.	July 27	Advising MOT, KADI and MOSF officials on the strategy on how to reply on the other Members questions on Indonesia proposal concerning fisheries subsidy and how to revise Indonesia proposal	10
153.	July 27	Advising MOT officials on “Preliminary Proposal for Regional Cooperation in Southeast Asia on Cross Border Consumer Redress”	5
154.	July 27	Reviewed Philippine and Singaporean proposals for ASEAN agreement on balance-of-payment provisions for AFTA Council review procedures, and counsel DGITC	1
155.	July 29	Advice to Officials of Consumer Protection Directorate, MoT, relating to the draft of “Preliminary Proposal for Regional Cooperation in Southeast Asia on Cross Border Consumer Redress”	5
156.	July 30	Advising as a speaker for ASEAN Technical Meeting on “Preliminary Proposal for Regional Cooperation in Southeast Asia on Cross Border Consumer Redress”	12
157.	July 31	Reviewed ASEAN proposals for ASEAN agreement on Declaration about Charter	1
158.	August 1	Advising KADI on the function of organizational chart in antidumping questionnaire	1
159.	August 2	Advising the MOSF, MOT and KADI officials on how to response with other Member’s questions concerning Indonesia proposed legal text on fisheries subsidy and how to make its revision.	16
160.	August 2	Advising Legal Bureau lawyers on the English translation of the new investment law	4
161.	August 7	Advising the MOSF and MOT officials on the revised text of fisheries subsidy and the responses to other Member’s queries.	6
162.	August 7	Advising Legal Bureau lawyers on the English translation of the new investment law	4
163.	August 9	Advising KADI on audited financial report and its compliance to its local GAAP in antidumping questionnaire response	1
164.	August 9	Advising Legal Bureau lawyers on the English translation	4

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No.	Date	Type of Legal Counseling	Participants
		of the new investment law	
165.	August 10	Advising KADI on how to read audited financial report in antidumping questionnaire response particularly on the difference between fixed asset in rent and fixed asset given in rent items	1
166.	August 10	Advising KADI on how to read audited financial report in antidumping questionnaire response particularly on the difference between income from the sales of products and from goods	1
167.	August 10	Advising Trade Defense on the South African antidumping case involving Indonesian paper on South African case, and new shipper reviews	3
168.	August 13	Advising Legal Bureau lawyers on the English translation of the new investment law	4
169.	August 15	Advising KADI officials on AD issues <i>inter alia</i> the 3 methods of dumping margin calculation and the difference between price depression and price undercutting	4
170.	August 16	Advising Legal Bureau lawyers on the English translation of the new investment law	4
171.	August 21	Advising Metrology Center on TBT Agreement in particular on Article 6 and 9 of the Agreement concerning mutual recognition of standards amongst WTO members because the Indonesian government would like to establish a national metrology institute.	1
172.	August 21	Advising KADI and KPPI on strategies for proper handling of trade remedy cases	1
173.	August 22	Advising Legal Bureau on contract law in particular on the accelerated maturity date due to the event of default	1
174.	August 22	Advising KADI on the fisheries subsidy negotiation text	1
175.	August 23	Advising KADI on having a confidentiality agreement between it and the investigators	1
176.	August 30	Advising MOT and MOSF officials on the tactics for fisheries subsidies negotiations	13
177.	August 31	Advising MOT and MOSF officials on the tactics for fisheries subsidies negotiations	12
178.	September 3	Advising MOT officials on topics for master thesis	5
179.	September 3	Advising KADI officials on injury analysis	3
180.	September 5	Advising MOT officials on topics for master thesis	5
181.	September 5	Advising KADI on provisional measures in AD law	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
182.	September 5	Advising KADI on how to conduct research on overseas subsidy cases	2
183.	September 6	Advising KADI on Module prepared by the training center concerning WTO dispute settlement mechanism	1
184.	September 7	Advising KADI on Module prepared by the training center concerning WTO dispute settlement mechanism	1
185.	September 9	Advising MOT lawyers on topics for master thesis	5
186.	September 11	Advising KADI for the revision of the WTO dispute settlement mechanism paper prepared by training center	1
187.	September 11	Advising KADI on how to initiate and do research on subsidy cases	1
188.	September 18	Advising MOSF, MOT, KADI and DPP officials on the preparation of the upcoming Geneva meeting concerning Gol presentation of its revised text on fisheries subsidies	9
189.	September 20	Advising MOT and MOSF officials on final preparation of the upcoming Geneva meeting concerning Gol presentation of its revised text on fisheries subsidies	3
190.	September 20	Advising MITL students on their master thesis topics, and issues from their workplace	4
191.	September 21	Advising MITL students on their master thesis topics, and issues from their workplace	4
192.	September 22	Advising MOT and MOSF officials on Geneva meeting concerning Gol presentation of its revised text on fisheries subsidies	3
193.	September 24	Advising MOT and MOSF officials on Geneva meeting concerning Gol presentation of its revised text on fisheries subsidies	2
194.	September 25	Advising MOT and MOSF officials on Geneva meeting concerning Gol follow-up for its revised text on fisheries subsidies	1
195.	September 26	Advising MOT and MOSF officials on Geneva meeting concerning Gol follow-up for its revised text on fisheries subsidies	1
196.	September 27	Advising MOT and MOSF officials on Geneva meeting concerning Gol follow-up for its revised text on fisheries subsidies	1
197.	October 1	Advising MITL students on antidumping proceedings in particular on Investigating Period	3
197.	October 1	Tutoring MITL students on WTO law issues	17
199.	October 1	Advising Rules Division on the preparation of the second revision of Indonesia proposal on fisheries subsidy	2
200.	October 2	Advising MITL students on antidumping proceedings in	2

Appendix II

No.	Date	Type of Legal Counseling	Participants
		particular on Retroactivity Application	
201.	October 2	Meeting Pak Alfons and Ibu Eti to get update from Geneva and advising Pak Alfons and Ibu Eti on the preparation of the second revision of Indonesia proposal on fisheries subsidy	2
202.	October 3	Follow up meeting with Pak Alfons and Ibu Eti from MoT and Pak Anang from MOSF to get update from Geneva and Advising them on the preparation of the second revision of Indonesia proposal on fisheries subsidy	3
203.	October 3	Advising MITL students on antidumping proceedings in particular on Reviews Proceedings	1
204.	October 3	Advising Hendry from Personnel Bureau on Price Undertaking	1
205.	October 4	Follow up meeting with Pak Alfons and Ibu Eti from MoT and Pak Anang from MOSF to get update from Geneva and advising them on the preparation of the second revision of Indonesia proposal on fisheries subsidy	3
206.	October 5	Advising Rules Division on the preparation of the presentation of the second revision of Indonesia proposal on fisheries subsidy	2
207.	October 8	Tutoring MITL students on international trade remedies	17
208.	October 11	Mentoring Legal Bureau lawyer on Cocoa Contract	1
209.	October 15	Assisting MOT and MOSF on Fisheries Subsidies negotiations, helping to answer questions from the floor of the negotiations	3
210.	October 16	Assisting MOT and MOSF on Fisheries Subsidies negotiations, drafting answers to questions from WTO Members	3
211.	October 17	Assisting MOT and MOSF on Fisheries Subsidies negotiations, with follow-up questions and strategy discussions	3
212.	October 18	Assisting MOT and MOSF on Fisheries Subsidies negotiations, with meeting remarks	1
213.	October 22	Tutoring MITL students on international trade remedies	17
214.	October 25	Assisting MOT on drafting and review of ASEAN Cocoa Contract	1
215.	October 26	Assisting MOT on drafting and review of ASEAN Cocoa Contract, and send memo to Legal Bureau	1
216.	October 30	Advising Trade Defense Division on WTO rules on evidence and standards to be required in dumping and subsidy cases.	3
217.	October 31	Assisting DGITC to draft letter to Ministers of Trade	1

Appendix II

No.	Date	Type of Legal Counseling	Participants
		regarding consultation on trade and climate change.	
218.	November 1	Follow-up advise to Pak Sulis to re-draft the letter for the upcoming Climate Change Conference in Bali as per the Minister of Trade's request	1
219.	November 5	Tutoring MITL students on WTO issues	17
220.	November 8	Advising Pak Sulis from DG-ITC to compose a formal letter to Director of the WTO and Director of the UNCTAD for the upcoming Climate Change Conference in Bali	1
221.	November 12	Tutoring MITL students on WTO issues	17
222.	November 15	Advising Legal Bureau on WTO Dispute Settlement and Subsidy issues.	1
223.	November 15	Advising Legal Bureau on ASEAN Cocoa Contract Issues	1
224.	November 16	Advising Legal Bureau on WTO Dispute Settlement and Subsidy issues.	1
225.	November 19	Tutoring MITL students on WTO issues	17
226.	November 21	Advising KADI on subsidy case involving PET film	2
227.	November 22	Advising Legal Bureau on ASEAN Cocoa Contract Issues	1
228.	November 23	Advising Legal Bureau on ASEAN Cocoa Contract Issues	1
229.	November 26	Advising Legal Bureau lawyer on MoU between Indonesia and Jamaica	1
230.	November 2	Tutoring MITL students on WTO issues	17
231.	November 27	Advice to Trade Defense on Thai AD case	4
232.	November 28	Advising Legal Bureau on ASEAN Cocoa Contract Issues	1
233.	November 28	Advice to Trade Defense on Thai AD case	2
234.	November 30	Confer with Rules Division on WTO Fisheries Subsidies, and strategy for dealing with Chairman's text	1
235.	December 3	Conducting a tutorial on interdisciplinary approach on International Trade Studies for MITL students	17
236.	December 4	Advising thesis topic concerning Indonesia proposal on fisheries subsidy;	1
237.	December 4	Advising on ASEAN Cocoa Contract Issues	1
238.	December 13	Advising Legal Bureau of the Ministry of Trade on their efforts to formulate the draft of Indonesian Commercial	41

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No.	Date	Type of Legal Counseling	Participants
		Law through presentation of comparative study on the regulation of trade in other countries, namely Australia, the European Union and the United States of America.	
		TOTAL	836

HR and General Training Sessions

A. Work Skills Development – New Recruits

Date	Topic	Participants	Facilitator
July 31	Interaction Skills for Success	20	DDI
Aug. 21	Optimizing Team Performance	16	DDI
Sept. 4	Personal Empowerment: Taking Initiative	10	DDI
Oct. 30	Improving Personal Productivity	14	DDI

B. Management Skills for Echelons 3 and 4

Date	Topic	Participants	Facilitator
Aug. 7	Supervisory Skills – managing front liners (Echelon 4)	20	PPM
Aug. 14	Supervisory Skills – Managing Managers (Echelon 3)	9	PPM
Aug. 28	Problem Solving and Decision Making	16	PPM
Sep. 11	Delegating (Echelon 4)	19	LM-FEUI
Nov. 6	Report Writing (Echelon 4)	15	LM-FEUI

C. Human Resource Management

Date	Topic	Participants	Facilitator
Aug. 2	Org., Work Design & Job Analysis	16	DDI
Aug. 9	Work force planning	9	DDI
Aug. 16	Recruitment and Selection	16	DDI
Aug. 23	Optimizing Team Performance	19	DDI
Aug. 30	Concepts of Performance Mgt System	20	DDI
Oct. 25	Career and Succession Planning	9	DDI
April 13	Training and Development	4	ITAP
April 27	Determining Competencies for Jr. Staff	10	ITAP
May 25	Pre-retirement Program	13	ITAP
June 15	Developing Competencies at the MOT	16	ITAP
June 29	Developing Competency Model	9	ITAP
July 6	Org., Work Design & Job Analysis	9	ITAP
July 13	Work Force Planning	23	ITAP
July 20	Recruitment and Selection	11	ITAP
July 27	Training and Development	11	ITAP
Aug. 23	Career and Succession Planning	9	ITAP

D. Weekly English Courses

No	Topic	Participants	Facilitator
1.	General English – Jakarta	6	UI - Faculty of Cultural Science
2.	General English – Bandung	14	English Executive Program
3.	Academic English	14	UI - Faculty of Cultural Science
4.	Business Report Writing	11	UI - Faculty of Cultural Science

Technical Reports Developed by ITAP

1. National Team on International Trade Negotiations: Blueprint for Action
2. Enhancing Coordination between Indonesian Trade Promotion Centers, Commercial Attachés and the Ministry of Trade
3. HR Process Re-engineering within the Bureau of Personnel and Organization
4. Assessment of ITAP's 2007 Capacity Building Programs
5. Building Capacity Through Education: The Ministry of Trade's Masters Degree Programs
6. Briefing Notes on WTO Dispute Settlement Procedures (17 such notes developed)
7. Mechanisms for Planning and Evaluation Research Programs