

ILO/USA Declaration Project Indonesia:

Promoting and Realising Freedom of Association and Collective Bargaining by Building Trust and Capacity in Industrial Relations Systems



Centre for
Employment &
Labour
Relations
Law

Final Evaluation Report: March 2007

Contact Details:

Law School

The University of Melbourne

Victoria 3010 Australia

T: +61 3 8344 8924 **E:** law-celrl@unimelb.edu.au

F: +61 3 9349 4623 **W:** <http://celrl.law.unimelb.edu.au/>

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
KEY FINDINGS.....	4
KEY CONCLUSIONS	4
KEY RECOMMENDATIONS	5
ACRONYMS.....	6
BACKGROUND AND PROJECT DESCRIPTION	7
PURPOSE OF EVALUATION	9
EVALUATION METHODOLOGY	10
PROJECT STATUS	11
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	13
VALIDITY OF THE PROJECT STRATEGY, OBJECTIVES AND ASSUMPTIONS.....	13
CAPACITY OF PROJECT STRATEGY, OBJECTIVES AND ASSUMPTIONS TO ACHIEVE THE PLANNED RESULTS.....	13
Findings.....	13
Conclusions.....	14
Recommendations.....	14
RELATIONSHIP OF PROJECT ACTIVITIES TO THE PROJECT PARTNERS' NEEDS, AND TO EXISTING DONOR, GOVERNMENT, AND PRIVATE INITIATIVES IN THE COUNTRY.....	15
Findings.....	15
Conclusions.....	16
Recommendations.....	16
NEEDS ASSESSMENTS PROCESS AND BASELINE SURVEY REPORTS AND THEIR USE BY THE PROJECT AND ITS STAKEHOLDERS	16
Findings.....	16
Conclusions.....	17
Recommendations.....	17
INVOLVEMENT OF THE SOCIAL PARTNERS AND THE PROJECT ADVISORY COMMITTEES	17
Findings.....	17
Conclusions.....	18
Recommendations.....	18
PROJECT OUTCOMES, BENEFITS AND IMPACT	18
STAKEHOLDER CAPACITY TO ADDRESS SOCIAL DIALOGUE, LABOR LAW REFORM AND LABOR INSPECTION ISSUES	18
Findings.....	18
Conclusions.....	21
Recommendations.....	21
QUALITY AND USE OF THE MATERIALS DEVELOPED BY THE PROJECT.....	21
Findings.....	21
Conclusions.....	22
Recommendations.....	22
SCOPE, CONTENT AND EFFECTIVENESS OF TRAINING DELIVERED BY THE PROJECT	23
Findings.....	23
Conclusions.....	26
Recommendations.....	26
PROJECT IMPLEMENTATION STATUS	26
PROJECT PERFORMANCE AGAINST TIMELINES AND BUDGET.....	26
Findings.....	26

Conclusions.....	27
Recommendations.....	27
SUSTAINABILITY OF PROJECT RESULTS.....	27
Findings.....	27
Conclusions.....	30
Recommendations.....	30
PROJECT MANAGEMENT.....	31
COMMUNICATIONS AND STAFFING.....	31
Findings.....	31
Conclusions.....	32
Recommendations.....	32
COORDINATION WITH OTHER ILO OFFICES AND PROGRAMS.....	32
Findings.....	32
Conclusions.....	33
Recommendations.....	33
EFFECTIVENESS OF PROJECT PERFORMANCE MONITORING.....	33
Findings.....	33
Conclusions.....	34
Recommendations.....	34
PROJECT RESPONSIVENESS TO MIDTERM AND FOLLOW-UP ASSESSMENTS.....	35
Findings.....	35
Conclusions.....	36
Recommendations.....	36
ANNEX ONE: TERMS OF REFERENCE FOR THE EVALUATION.....	37
ANNEX TWO: STRATEGIC FRAMEWORK.....	47
ANNEX THREE: PROJECT WORKPLAN.....	49
ANNEX FOUR: PERSONS INTERVIEWED BY THE EVALUATION TEAM.....	50
ANNEX FIVE: DIRECT BENEFICIARIES FROM THE PROJECT.....	53
ANNEX SIX: SNAPSHOT OF THE PROJECT.....	79
ANNEX SEVEN: PROJECT SPROUT.....	80

EXECUTIVE SUMMARY

Key findings

The Project was designed in consultation with the intended project beneficiaries to address their many deficits in capacity. It was also designed to take into account a range of other initiatives in its field of activity. The Project was nevertheless planned on the basis of two key assumptions: that the Ministry of Manpower would be adequately resourced, and that the relevant legislation underpinning the planned activities would be passed in the anticipated time frame.

Government officials reported that the Project had better equipped both government and the social partners to participate in and to develop processes of social dialogue, including their ability to participate in both bipartite and tripartite forums. Senior government officials, including the Secretary General of DEPNAKERTRANS, reported that the Project's assistance in law reform was of very significant benefit. It played a key role in encouraging the government to establish a tripartite process for labour law reform, which it will continue to use for further reforms.

The Project started slowly, but the speed, frequency and focus of Project activities all changed following the report of a Mid-term Evaluation and a subsequent Follow-up Assessment. The CTA and the ILO Jakarta Office Director both credited the Mid-Term Evaluation process with being of significant benefit to the Project, as well as to the Jakarta Office. Later Project extensions were in part a product of tight control and effective use over the budget.

The Project made a major impact with a wide array of key publications, in both Bahasa Indonesia and English. The Project's data also show that it directly benefited some 15,196 people between its inception in February 2001 and 6 November 2006. In addition, the Project assisted many stakeholders in the development and delivery of their own programs of activities. Companies that participated in a pilot program to establish Bipartite Cooperation Forums reported significant benefits including more effective union officials at their workplaces, and improvements to their Collective Labour Agreement (CLA).

A significant number of activities in the last two years of the Project's life were predominantly supported by the social partners themselves, with little or no financial input from the Project. This suggests a high degree of sustainability, as do other examples of Project activities stimulating independent flow-on. Among other things the Project led several academics at Parahyangan University in Bandung to establish the first ever graduate program in industrial relations in Indonesia.

There are challenges ahead. All the tripartite partners continue to experience significant capacity deficits. The new Labour Court appears to be experiencing some difficulties at the outset, including the fact that many Ad-Hoc judges have not been paid for their work.

Key conclusions

The Project was well designed to assist its target beneficiary groups to respond to the challenges that would be posed by the new legislative and industrial relations environments, in particular because of the consultative design process. Moreover it was widely acknowledged that the Project

closely followed the observed and stated needs of its partners, and that the CTA had made continuous and vigorous efforts to connect with and to complement other projects and work in its field of activity.

In a difficult environment the CTA established and maintained effective and enduring links with government and was thereby able to make significant progress toward the Project's objectives. The CTA's willingness to find ways to extract benefit from the PAC structure, by relying on its formal operation initially but later operating more fluidly and informally, was plainly very effective. The result of this flexible approach appears to have been to ensure a very high level of buy-in to the Project, especially among key players.

Project training appears to have been highly successful. Representatives of all stakeholders were especially enthusiastic about the quality of the resource people used to deliver training, particularly the international experts. Many have gone on to use the knowledge and materials gained from training delivered by the Project in their own organizations' programs of activities.

The Project plainly made significant and successful efforts to connect its work with that of other Projects under the supervision of the Jakarta Office, and with other ILO program work whether based in Jakarta, Manila or ILO HQ.

Key recommendations

Care should be taken in designing projects based on assumptions about law reform processes (among other things). It is easily foreseeable that such processes may not run as planned, and so that it is desirable to plan alternative programs of activities to take account of this possibility. It might be prudent (although perhaps not practicable) to carry out detailed baseline surveys *before* projects commence, and as part of the planning process.

Depending on national and local circumstances, other projects might benefit from having the CTA and/or local ILO officials taking an intermittently informal approach to the operation of a PAC. The CTA's apparent ability to stimulate the social partners to develop and to deliver their own programs of activities with minimal financial support from the Project is a useful example both of how to manage a budget effectively and to empower the social partners in way that contributes significantly to sustainability of results.

The range, quality and frequency of publications from the Project might serve as a model of the very best practice for other projects in future. In addition, future projects might give consideration to making publications available electronically, notwithstanding the likelihood that many stakeholders will not at present have access to the internet, or perhaps the financial resources to print multiple copies of long documents. Future projects (and the ILO Office in Jakarta) might consider using electronic means to communicate regularly with stakeholders about their activities, so that all of them can be equally informed about those events.

The ILO Office in Jakarta should be encouraged to maintain relations with the graduate program in industrial relations that has been established in Bandung.

ACRONYMS

ACILS	American Center for International Labor Solidarity
ACTEMP	Activités des Employers [ILO] (Bureau for Employers' Activities)
ACTRAV	Activités des Travailleurs [ILO] (Bureau for Workers' Activities)
AMCHAM	American Chamber of Commerce
APINDO	Association of Indonesian Employers
BCF	Bipartite Cooperation Forum
BRITCHAM	British Chamber of Commerce
CLA	Collective Labour Agreement
CTA	Chief Technical Adviser
DANIDA	Danish International Development Agency
DFID	Department for International Development (UK)
DEPNAKER	Ministry of Manpower
DEPNAKERTRANS	Ministry of Manpower and Transmigration
DISNAKER	Provincial Manpower and Transmigration Offices
FSPMI	Federasi Serikat Pekerja Metal Indonesia Indonesia Metal Trade Union Federation
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HQ	Headquarters
ILO	International Labour Organisation
IT	Information Technology
KSBSI	Konfederasi Serikat Buruh Sejahtera Indonesia (Indonesia Labour Union Confederation)
KSPSI	Konfederasi Serikat Pekerja Seluruh Indonesia (Federation of All Indonesian Workers Union)
LMC	Labour-Management Cooperation
LPAC	Local Project Advisory Committee
LPC	Local Project Coordinator
NGO	Non-Government Organisation
NPAC	National Project Advisory Committee
NPC	National Project Coordinator
PAC	Project Advisory Committee
PMP	Performance Monitoring Plan
PRODOC	Project Document
SEAPAT	South East Asia and the Pacific Multidisciplinary Advisory Team [ILO]
SPROUT	Summary Project Outline [ILO]
SRO	Sub-Regional Office [ILO]
TOR	Terms of Reference
TPR	Technical Progress Report
USAID	United States Agency for International Development
USDOL	United States Department of Labour

BACKGROUND AND PROJECT DESCRIPTION

The Project was designed in the wake of the dramatic political and social changes that swept Indonesia in the late 1990s. The Asian economic crisis, together with widespread discontent with the authoritarian Soeharto regime led to a change in government that was accompanied by a new determination to endorse, and to take steps toward implementing the ILO's core labour standards. Indonesia ratified ILO Convention No 87 on Freedom of Association and the Right to Organise in June 1998, and within a few years thereafter became the first Asian nation to have ratified all eight of the ILO's core conventions. A key part of Indonesia's new policy direction was to carry out widespread reform of labour legislation, both in light of international labour standards and in order to pursue the country's economic development imperatives.

At the time that the Project was designed, a major program of labour law reform was anticipated, and to some extent already in progress. It was anticipated that much of this legislative agenda would be complete and delivered during the year 2000. The legislative program included a new Trade Union Act (which was promulgated in July 2000), an Industrial Disputes Settlement Act and a revised Manpower Act. The legislative program was thus intended to establish a framework to promote the fundamental rights of freedom of association and the right to organise and bargain collectively. The legislative program was, however, significantly ahead of the institutional capacity of Government and the social partners to participate in a modernised industrial relations system. Parties at all levels in each of the tripartite groups were relatively ignorant of their roles and responsibilities in such an environment. A particular issue that posed challenges for all parties was the transition from a legislated trade union monopoly to an environment of trade union multiplicity. For workers this raised the difficulty of being able to identify properly representative trade unions, while for employers it presented the challenge not only of the prospect of having to engage in free collective bargaining, but of having to do so in a multi-union environment. All of these challenges of course had to be addressed in the broader context of Indonesia's transition to democratic governance, which was accompanied by the further complication of a shift to devolve significant governmental authority to the countries regions.

Against this background, the Project was designed on the basis of local consultations that took the form of a National Tripartite Workshop, held in Jakarta in March 2000, and also a mission to Jakarta by SEAPAT (ILO Manila) for a week in May 2000. The Project's overall development objective was the creation of a sound, harmonious and fully functioning industrial relation system, aimed at promoting economic growth while guaranteeing workers' rights. Despite this, the Project was initially designed and funded for a two year lifespan. Broadly speaking, the Project's immediate objectives involved activities designed to build capacity in the institutions of Indonesia's industrial relations system. They included in particular:

- Improvements in the organizational understanding and institutional capacity of officials of the Ministry of Manpower and Transmigration (MOMT), of workers' organizations, and of APINDO; it was intended that both workers' organizations and APINDO would each be better situated to serve their respective memberships.
- Establishment of functioning Bipartite Cooperation Forums (BCFs) in fourteen or more pilot enterprises in accordance with the relevant provisions of the Manpower Act, and delivery of assistance to those enterprises to develop and to implement workplace cooperation plans.
- Participation in the establishment of a new industrial dispute settlement system by the Government, under relevant legislation, and implementation of a training program for judges and laypersons from employer and worker organizations (including mediators).

- Development and endorsement of priorities and work plans in tripartite bodies at both national and local levels.

The Project was designed to carry out its work in the seven Indonesian provinces with the highest concentrations of industrial activity, being Jakarta, West Java, Banten, East Java, North Sumatra, Riau, and East Kalimantan. To carry out its objectives the Project established local offices in each of these locations, and engaged local project coordinators to carry out the work in each region, under the guidance both of Local Project Advisory Committees (LPACs) composed of representatives from among the tripartite partners, but also under the general direction of the CTA, based in Jakarta. The Project's overall work was to be guided by a National Project Advisory Committee (NPAC).

Project activities started in January 2001, and a Mid-Term Evaluation was carried out in February 2002. By this time it was clear that it was unlikely that the Project would be able to achieve its original objectives. This was a result of two key, related challenges in particular. First, the Government had not been able to implement its legislative agenda in the intended time-frame. For this reason, many of the planned activities could not be carried out, or at the very least could not have been carried out in association with the legislative developments that they were intended to complement and to support. Secondly, it had become clear that major capacity deficits in Government (which had contributed to the slow progress on the legislative agenda) were proving to be major obstacles to the Project's goals in relation to labour administration, management and inspection. These challenges presented themselves in a broader context in which Indonesia's transition to democratic governance and pursuit of sustained economic growth were facing major hurdles. Among other things, the first democratically-elected President was replaced less than two years after his election in 1999. This contributed to the adoption of Constitutional amendments providing for the direct election of Indonesia's President from 2004. At the same time, however, Indonesia's development process remained – and remains to this day – heavily burdened by the challenges posed by weak courts, widespread corruption, and a lack of transparency in government.

Following the Mid-Term Evaluation, therefore, the Project was somewhat re-organised and re-oriented. It was also extended, to a new intended completion date of December 2004. One key difference in the Project's structure and objectives from when it was extended was the introduction of flexibility in its immediate objectives, to be able to follow more closely the extent to which Government was able to implement its legislative agenda. In particular, the new Project design provided for various activities not to be pursued if slow progress on legislative reform would render them less useful. Secondly, the focus of the Project's activities shifted somewhat. This was reflected in a move away from activities concerned with labour administration and management by government, to delivery of training (including training of trainers) for government, employer and union officials in large numbers, supported by the development and promulgation of key training and publicity material. Moreover, the planned training and capacity-building program shifted its emphasis to some extent to generic industrial relations skills – such as negotiation and collective bargaining – rather than information and awareness-raising on particular legislative initiatives.

PURPOSE OF EVALUATION

The purposes of the Final Evaluation are to:

- Determine whether the Project achieved its stated objectives, and to explore the reasons why, or why not.
- Evaluate the long-term impact of the Project.
- Identify and analyse the benefits that have accrued to key target groups from the Project.
- Determine whether the Project delivered the activities contemplated in the PRODOC and in its various Workplans.
- Assess the management and administration of the Project including its performance against budget.
- Evaluate the effectiveness of the Project's performance monitoring activities.
- Document best-practices in all areas of Project activity and administration that could serve as models for activities in other projects.
- Provide information and feedback to each of the following as they assess policies, strategies, data collection methods, project objectives, institutional arrangements, workplans and resource allocation:
 - Project management;
 - ILO staff in both the field and HQ;
 - Project stakeholders; and
 - USDOL as the funding agency.

EVALUATION METHODOLOGY

The TOR for the final evaluation require a report on a wide range of issues, including whether the Project completed its planned activities, the extent to which the Project achieved its stated objectives, the benefits that accrued to key target groups, and the Project's impact on both its beneficiaries and Indonesia, including whether that impact is likely to be sustainable in the long-term. The evaluation report is also to document examples of best-practice on which other projects might draw in future.

The evaluation was carried out by a two-member team. The team leader was Mr Colin Fenwick, Director of the Centre for Employment and Labour Relations Law, at The University of Melbourne. The other team member was Mr Wael Issa, Technical Cooperation Officer (ILO/Declaration).

Colin Fenwick and Wael Issa first reviewed and refined the TOR prepared by USDOL. The Evaluation Team reviewed a range of documents, including the PRODOC; the report of the Mid-Term Evaluation (February 2002); the report of a Follow-up Assessment to the Mid-Term Evaluation (August 2002) and an accompanying Project Report on implementation of the recommendations of the Mid-Term Evaluation (August 2002); the Extension of the PRODOC; Project Status Reports; Project Technical Progress Reports; Project workplans; Project mission reports; and Project publications.

The Evaluation Team conducted a mission to Indonesia from Monday 13 November to Tuesday 21 November 2006. During this time the Evaluation Team met with a total of approximately 80 people, predominantly in Jakarta, but also in Bandung (West Java province) and Balikpapan (East Kalimantan province). The Evaluation Team interviewed staff of a number of Government agencies, members of the Labour Court, representatives of business, employer and worker organisations, participants in Project activities and informed observers working in the field of industrial and labour relations including several university professors.

The Evaluation Team used a broadly-structured methodology in interviews and meetings. This covered in turn the subjects' knowledge of and participation in the Project; their impressions of how they and/or their institution have benefited from Project activities; institutional capacity and needs; level of satisfaction with Project activities and management; impressions about the likely sustainability the Project's gains; and their views about any particular successes and/or failures of the Project.

The Evaluation Team wishes to record it's sincere thanks to the Project management team, particularly the CTA Mr Carmelo Noriel and the National Project Coordinator Ms Lusiani Julia, and also to the Director of the ILO office in Jakarta, Mr Alan Boulton. The Project management team coordinated and delivered a comprehensive and well-organised programme of meetings across three provinces of Indonesia, and, in the case of the National Project Coordinator, also frequently served in the role of translator. The ILO Director of the ILO office in Jakarta made available both office facilities and his own professional time and insights in order to assist the evaluation in any way possible. In addition, both Mr Boulton and Mr Noriel were generous hosts to the Evaluation Team.

PROJECT STATUS¹

The Project was designed to run for two years, with an original intended start of October 2000, however the final PRODOC was not approved until the following month. Project activities therefore began in February 2001, with completion intended by 31 January 2003. At the outset the Project received approximately \$2.5 million in funding. The Project was formally launched on 31 May 2001 in Jakarta.

A Mid-Term Evaluation was conducted in February 2002. It recommended that the Project be extended for a further two years, provided that it received positive assessment of its implementation of other recommendations contained in the report of that Evaluation. A Follow-up Assessment mission was conducted in August 2002, which reported that the Project had made significant progress toward implementing the recommendations of the Mid-Term Evaluation. The Project was therefore extended, to an intended completion date of December 2004. The Project was extended again in September 2003 and November 2004, with a further grant of \$1,290,000 and a reallocation of \$231,747 from other projects to its final completion date of 31 December 2006.

Project Activities from Inception to the Mid-Term Evaluation

- Establishment of Project offices and recruitment of staff in Jakarta, Batam, Medan, Surabaya, Bandung and Samarinda.
- Establishment of NPAC and LPACs and convening of their meetings.
- Analysis of legislative framework and utilisation of the industrial relations system.
- Baseline studies on employer and worker organisations completed; baseline study on labour administration in progress.
- Various tripartite workshops on implementation of the Trade Union Act.
- Various training workshops for government officials in labour management and administration.
- Production of various materials and publications:
 - Manuals on the Trade Union Act and on Trade Union Registration
 - Training Manual on Labour Inspection
 - Training Manual on Improving Industrial Relations at Enterprise Level
 - Training Materials on Mediation and Conciliation.

Indicative Project Activities from Mid-Term Evaluation to Project Conclusion

- Various workshops on the implementation of the newly enacted Manpower Act of the Republic of Indonesia (Law No. 13/2003) for Manpower officials at the national, provincial and regional/municipal levels.
- Support to a tripartite working group on the development of implementing regulations of the Law on Manpower, including one 'tripartite plus' workshop in the Province of Yogyakarta.
- Tripartite Training of Trainers (TOT) on Collective Bargaining and Negotiation Skills for trade unions and employers Associations (APINDO) and selected government officials.
- Tripartite TOT on Gender Equality through Collective Bargaining for 40 tripartite participants from the seven provinces.
- A series of workshops and one high-level tripartite forum on Bipartite Institutions and Workplace Labour – Management Cooperation.

¹ A full list of project activities with dates, descriptions, and the number of persons attending (including by gender and organizational affiliation) appears in Annex Five [NAME OF IT].

- Workshops on Monitoring and Assessment of the Action Plan on Bipartite Institutions and Labour Management for the Provinces of Jakarta, Banten, Lampung and West Java, East Java, Central Java, Bali, East Kalimantan and South Kalimantan, North Sumatera and Riau.
- Training Workshop on Effective Labour-Management Negotiations and Gender Equality.
- Leadership training for Trade Union Officials of SP-BUMN.
- Seminar on Bipartite Cooperation held by Disnaker Offices Jakarta.
- Workshop on Labour Management Cooperation, PT Kutai Timber Industry.
- Workshop on Fundamental Principles and Rights at Work, Disnakertrans, Jakarta.
- Seminar on Industrial Relations Dispute Settlement, University of Atmajaya.
- Seminar on Capacity of Unions to Engage in Social Dialogue, International Institute of Workers Education and KSBSI.
- Workshop on Collective Bargaining and Negotiation Skills, APINDO.
- Seminar on National Wages System, KSBSI.
- Stakeholder Meeting on Social Responsibilities, held by ADIDAS-SOLOMON.
- Industrial Relations Symposium for Academics.
- National Tripartite Workshop on Workplace Sexual Harassment.
- Roundtable for Senior Editor and Media Training for Journalist.
- Workshop on Quality Improvement of Mediators held by the Mediators Association of Depnakertrans.
- Workshop on the Role of Trade Unions organized by Oil & Gas Trade Unions in Kalimantan.
- Workshop on Harmonious Industrial Relations at Enterprise Level held by FSP RTMM SPSI DKI Jakarta.
- Pre-trial Conciliation for Labour Judges.
- International Labour Standards and Modern Labour Court Administration for Labour Judges.
- Negotiating Productivity Workshop organized by AMCHAM / IBC.
- Workshop on Good Faith Bargaining organized by SPSI Banten.
- Technical workshop for Arbitrators.
- Technical Meeting on Employment Service and Labour Market Information.
- National Coordination Meeting of Labour Inspectors.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Validity of the project strategy, objectives and assumptions

Capacity of project strategy, objectives and assumptions to achieve the planned results

Findings

The Project was initially developed on the basis of an assessment of the needs in Indonesia at the time of its inception, and the likelihood that the climate in the country was suitable for a Project of this type. It was based on the apparent trajectory of legal and political reform in Indonesia in the late 1990s. This included ratification of key ILO Conventions, together with accompanying reforms to domestic labour laws and, consequently, the industrial relations framework. These factors were all seen as likely to pose challenges for the actors in the new industrial relations system, creating needs that might be met (at least in part) by the Project's planned program of activities.

The program of activities was planned on the basis of the foregoing analysis, and in close consultation with its intended beneficiaries, being government, the social partners and key industrial relations institutions, both bipartite and tripartite. In particular, it was planned on the basis of a mission to Indonesia by the ILO's (then) South East Asia and the Pacific Multidisciplinary Advisory Team (SEAPAT) in Manila from 1 to 5 May 2000. The planning also took into account recommendations for action in Indonesia that were made at a National Tripartite Workshop on Fundamental Principles and Rights at Work that was held in Jakarta on 6 and 7 March 2000. The PRODOC envisaged that all Project workplans would be developed in consultation with representatives of the target beneficiary groups.

The program of activities was planned on the basis of two key assumptions. First, that the Ministry of Manpower would be adequately resourced with staff, and charged with responsibility for administering labour relations law and associated functions after the (then planned) implementation of the law on Regional Administration in the year 2001. Secondly, that the relevant legislation underpinning the activities planned for the project would have been passed by the time it began those activities. The report of the Mid-Term Assessment in February 2002 noted that key legislation on Manpower Development and on Disputes Settlement had not then been brought into force, although it had been planned for the year 2000. The Mid-term Assessment also noted that this had had major implications for the delivery of many of the planned Project activities.² Nevertheless, the Mid-Term Evaluation reported that all stakeholders considered that delays in the implementation of legislation had not affected the Project's development objectives, or the means by which they should be pursued. In its Technical Report for the period January to June 2001, the Project noted that the Ministries of Manpower and of Transmigration had been merged, and that this 'resulted in weakening the part that deals with labor problems.'³ The same report noted that further difficulties were caused by the fact that many senior officials in the newly merged ministry were more focused on political events at the time – including possible or likely changes to the

² In fact, the key legislation was not passed until some time later again. Although the Law on Trade Unions was passed in the year 2000 (Act No 21 of 2000), the Manpower Act was not passed until 2003 (Act No 13), and the Act on Industrial Disputes Settlement was passed in 2004 (Act No 2). Although it was originally intended to come into effect in January 2005, that date was put back by 12 months by a subsequent Government Regulation.

³ Technical Report (1T), p 5.

membership of the Cabinet – than they were on delivering the programs of action within their areas of responsibility.⁴

A key element of the Project's planned activities was that its first phase (leading to the achievement of Immediate Objective 1) was to consist of undertaking a comprehensive survey of the industrial relations environment and the needs of the social partners. This was intended to help define the strategies and the focus of project activities to achieve maximum impact. The majority of the Project's activities were then to take place during its second phase, delivering action programs for defined target groups. It was intended that the Project would work in the seven provinces in Indonesia with the highest concentration of industrial activity. All Project activities were intended to have been completed by 31 January 2003, that is, within two years of the Project's commencement.

The Director of the ILO Office in Jakarta described the Project as having been particularly timely, which meant in his view that it had had a significant opportunity to pursue and to make major progress toward the achievement of its objectives. The Director also emphasized the importance of the fact that the Project had been designed (and re-designed) on the basis that it would be tripartite in its approach to planning and delivery of its activities. Other persons interviewed by the Evaluation Team also emphasized that the Project had been especially timely, noting its connection with the Reformasi process that was then underway, and its emphasis on law reform processes, which were also in place at the time the Project was designed and then launched.

Conclusions

The Project was designed to take advantage of propitious circumstances and to link closely with key Government reform processes that were underway in Indonesia at the time that it was planned and launched. In particular, the Project was designed to complement the labour law reform process that was in progress in Indonesia from the late 1990s. The Project was well designed to assist its target beneficiary groups to respond to the challenges that would be posed by the new legislative and industrial relations environments, in particular because of the involvement of many of the target beneficiary groups in the design of the Project's planned activities.

The close connection between the Project's goals and the labour law reform process was reflected in one of the key assumptions upon which it was founded, namely, that key aspects of the labour law reform process would be completed before the Project was launched. That this assumption proved to be ill-founded did not affect the likelihood that many of its activities were likely to be of great benefit to the target beneficiary groups. However, it did have significant implications for the ability of Project staff to deliver the planned program of activities, much of which was predicated on the assumption described above. A related limitation was the initial time-frame that was planned: two years would have been a very short time-frame in which to carry out all the Project's planned activities, even if the Government *had* been able to achieve carry out its legislative reform program as planned. As appears further below, the implications of this assumption for the Project and its planning were eventually ironed out through the process of the Mid-term Evaluation in January 2002, and the subsequent Follow-up Assessment in August 2002.

Recommendations

To the extent that it is possible, it would be advantageous to design other projects so as to dovetail with the timing and the direction of major processes of social and economic transformation.

⁴ Technical Report (1T), p 7.

Regardless of such major transformations, however, it is clearly useful to design technical cooperation so that it links closely with key reforms of laws and social institutions. However, care should be taken in designing projects based on assumptions about law reform processes (among other things). It is easily foreseeable that such processes may not run as planned, and so that it is desirable to plan alternative programs of activities to take account of this possibility, as happened with this Project after it was extended following the Mid-Term Assessment. A related issue that should be considered carefully is how effective a Project will be that is both dependent on the achievement of certain government objectives and at also time-bound.

It is hard to replicate this, but worth noting that the ILO Office Director noted that ‘if you get the right CTA you are blessed.’

Relationship of project activities to the project partners’ needs, and to existing donor, government, and private initiatives in the country

Findings

All project partners were experiencing significant capacity deficits at the time that the Project was designed. Briefly: government was facing the challenge of transition from authoritarian to democratic rule; APINDO was experiencing difficulty in attracting significant membership across the country; and the trade union movement was splintered, unrepresentative and ineffective, not least because of the continuing dominance of KSPSI, the former monopoly trade union. The Project was however designed to address these many deficits, and was designed to do so in consultation with the intended project beneficiaries themselves. They were also subsequently involved in the ongoing planning of specific project activities and workplans. This happened both through the formal structures contemplated in the PRODOC (a national Project Advisory Committee and Local Project Advisory Committees in each of the Provinces in which the Project was carrying out its work) but also through ongoing informal consultation throughout the life of the Project.

The ILO Jakarta Office Director advised the Evaluation Team that the Project had developed an ‘excellent rapport’ with the Ministry, so much so that this had been of great assistance to the ILO Office itself in developing and maintaining good relations with DEPNAKERTRANS. For their part, DEPNAKERTRANS officials in Jakarta advised that the Project had been ‘very strategic’ and that it had given a lot of benefit, especially on mediation, conciliation and arbitration. They praised its contributions toward socialization in relation to new laws, and the extent to which the Project had helped to open the government’s eyes to the benefits of designing legislation and policy in light of the experiences of other, similarly situated nations.

The Project was also designed to take into account a range of other initiatives in its field of activity. These included projects to educate workers and their organizations funded by DFID and DANIDA, assistance on labour law reform funded by the Dutch and French governments, and support for the development of democratic trade union funded by USAID.⁵ In practice, according to the ILO Jakarta Office Director and the CTA, the Project has carried out work in collaboration with, or in a way that was complementary to the work of these projects, and also others besides. They reported that the Project had developed strong links with many stakeholders in the broad field of industrial relations. The Project regularly worked, for example, with ACILS and with businesses and business groups including Adidas, Nike and the American and British Chambers of Commerce.

⁵ PRODOC, p 25.

The Evaluation Team had the opportunity to meet with representatives of the British Chamber of Commerce, who were overwhelmingly positive about the benefits that the Project had delivered to their association and to its members. The Country Program Director of ACILS told the Evaluation Team that the Project had made 'extreme' efforts to be open to ACILS and its activities. ACILS and its Country Program Director were frequently invited to attend and to participate in Project activities, and the Country Program Director was occasionally sought out to act as a resource person. The CTA also reported that from time to time the Project had done work at the direct request, for example, of large businesses, including mining companies such as Newport, who in turn covered the Project's costs.

Conclusions

It was widely acknowledged by those with whom the Evaluation Team met that the Project had linked closely with the observed and stated needs of the project partners. It was also acknowledged that through the continuous efforts of the CTA in particular, the Project had made exceptional and successful efforts to connect with and to complement other projects and work in its field of activity.

Recommendations

Future project design would benefit from considering the experience of this Project in Indonesia and, in particular, the importance of working cooperatively with related initiatives where that is possible.

Needs assessments process and baseline survey reports and their use by the project and its stakeholders

Findings

Under the terms of the PRODOC, the first phase of the Project was to focus solely on the conduct of baseline survey reports on the needs of each of the target beneficiary groups, to form a basis on which to plan a detailed program of activities in consultation with the NPAC and the LPACs. The Mid-term Evaluation reported that this process took longer than planned. It was however carried out as intended, and used as the basis upon which to determine detailed programs of Project activities. The PRODOC envisaged that the baseline surveys would be carried out in the first eight weeks of the Project's life,⁶ however in the Status Report for the period July to September 2001 the Project reported that they were planned for the period September to November 2001. Progress on carrying out these surveys was reported in a Status Report for the period October to December 2001, with a view to them having been completed in early 2002. The initial intended Project completion date was 31 January 2003.

Project Status Reports and Technical Reports disclose that the detailed programming of activities was carried out on the basis of information gathered from the baseline surveys. The CTA reported, for example, that one of the findings of the baseline survey on employers was that APINDO was weak at the national level, and experiencing even greater difficulty in the provinces. It had no regular training programs. Moreover, he said, both provincial APINDO offices and (more importantly) employers were 'left to fend for themselves.' From the outset it was therefore a key Project objective to help build APINDO and its program.

The baseline survey findings about APINDO reported by the CTA were confirmed anecdotally when the Evaluation Team interviewed Project participants from East and South Kalimantan.

⁶ PRODOC, p 30.

There a number of union representatives referred to the difficulty they experience in seeking to resolve disputes with employers locally because so few of them are members of APINDO. A representative of a company that is an APINDO member in South Kalimantan confirmed APINDO was largely unable to conduct effective training programs for its members and that its membership was very low by comparison with the number of companies operating in the province. A Government official also confirmed that APINDO membership was very low.

Some persons interviewed by the Evaluation Team were mildly critical of the Project's planning process. KSBSI officials in Jakarta, for example, reported that the Project did not report back on how it had determined its intended priorities and program after the initial needs assessment process. KSPSI officials in Jakarta reported that while they received invitations to various Project events, they did not get information on the Project overall.

Conclusions

Detailed baseline surveys on the needs of the key project partners were planned as an initial step in the Project's activities. They were carried out, but not in the timeframe that was envisaged and, indeed, much further into the Project's intended duration than envisaged. Nevertheless, they served an essential purpose in directing the planning of the Project's particular activities from time to time, in consultation with the target beneficiary groups.

Recommendations

It might be prudent (although perhaps not practicable) to carry out detailed baseline surveys before projects commence, and as part of the planning process. Alternatively, projects might be designed so as to ensure that this step is in fact taken very early in the life of the Project. However, it would not be appropriate to anticipate that a newly established Project could hope to complete such a process inside eight weeks.

Involvement of the social partners and the project advisory committees

Findings

The NPAC and LPACs were established early in the life of the Project as envisaged in the PRODOC. The CTA reported that this process had presented a number of challenges when some individuals had sought to entrench themselves in these consultative bodies and to seek to link their participation to reward. For this reason and others, the CTA reported that from early in the Project's life he took a pragmatic approach to PAC membership and process. While the NPAC had been formally established in the early part of the Project's activities, by the time the Evaluation Team visited, the CTA remarked that 'we don't really have a formal structure any more'. Nevertheless, the CTA expressed confidence that he and other Project staff were dealing with the right people among the various stakeholders in order to make determinations about the content and direction of Project activities.

DEPNAKERTRANS officials in Jakarta were very positive about liaison with the Project. One of them described the approach of the Project (and, incidentally, of the ILO Office) as 'informal', and referred to their occasional lunches and dinners with the CTA and the ILO Jakarta Office Director. The description of the approach as 'informal' was evidently meant very positively. Another senior official who had been closely involved with the Project throughout its life (including by acting as a resource person for various Project activities) confirmed that the PAC had met frequently in the early years of the Project's activities, especially when working on the drafting of the Manpower Act. In more recent times, however, this official considered that the arrangement had been more informal; it appeared that she contemplated that PAC members bore some responsibility for any

limitations in its operation, for example by sending alternatives to represent them instead of attending in person. She emphasized that any deficiencies in the operation of the PAC were not a result of the PAC meeting too often.

The CTA reported that the Project had received limited cooperation from the senior levels of APINDO, even when there was ACTEMP involvement. APINDO officials for their part reported the view that there were not enough Project activities for employers, and that there were too many activities with workers and unions.

The CTA also reported that the Project had experienced difficulty in some respects in dealing with particular senior Government officials. The Mid-term Evaluation also reported that this had posed difficulties for the Project. Senior DEPNAKERTRANS officials reported to the Evaluation Team (as they had to the Mid-term Evaluation) that they would have preferred greater coordination with the Project and, in particular, greater communication about its activities. The CTA confirmed the Evaluation Team's impression that there are complexities in the structure and allocation of responsibilities within DEPNAKERTRANS that of themselves give rise to internal communication difficulties. As noted above, both the ILO Jakarta Office Director and the Country Program Director for ACILS reported that the Project, and the CTA in particular, had been very effective at developing and maintaining effective relationships with government in Indonesia.

Conclusions

The CTA took a flexible approach to how best to work with government in Indonesia (in particular), and with PACs in general. The CTA's willingness to find ways to extract benefit from the PAC structure, by relying on its formal operation initially but later operating more fluidly and informally, was plainly very effective. The result of this flexible approach appears to have been to ensure a very high level of buy-in to the Project, especially among key players.

Recommendations

Depending on national and local circumstances, other projects might benefit from having the CTA and/or local ILO officials taking an intermittently informal approach to the operation of a PAC. This should not, however, exclude the continued operation of established Project structures in the way that they are envisaged in a PRODOC, and should not be a substitute for clear, official communication about Project activities, plans and results as the occasion demands.

Project outcomes, benefits and impact

Stakeholder capacity to address social dialogue, labor law reform and labor inspection issues

Findings

Labour Relations

APINDO officials in Jakarta reported the view that the Project had spent too much time doing work for unions, and that this had led to a number of problems. In particular, they expressed the view that certain unions were *more* difficult to deal with than they had been before their involvement in the ILO Project. This, it was said, was evident in their approaches to negotiation and bargaining, and their willingness to take industrial action, particularly unauthorized or unlawful industrial action. One of the APINDO representatives pointed out that there can be significant differences between various unions as they are represented at the national level, and how they operate at the provincial level. An APINDO representative in Bandung also reported the view that unions were inclined to participate in tripartite decision-making on wage levels, where

they would agree, but then stage demonstrations against the level of wages anyway. He also noted that some unions were inclined to dispute the outcomes of processes to determine which was most representative. This official was not alone in his expressed view of unions' alleged propensity to dispute matters and to do so publicly, rather than to use skills to resolve issues. Nevertheless, they would like to see more work done to instil tripartism.

Representatives of DEPNAKERTRANS in Jakarta were very positive about the effects of the Project. They reported that the Project had better equipped both government and the social partners to participate in and to develop processes of social dialogue, including their ability to participate in both bipartite and tripartite forums. They also credited the Project with significantly improving government's ability to mediate labour disputes. These government representatives reported that there were three clear indications of how the Project activities had improved the capacity of the social partners. First, in a general sense, they are now more professional in their approach to industrial relations. Secondly, they have greater capacity to resolve disputes outside the courts than previously. And thirdly, where there are strikes they are now more likely to be a response to normative breaches by an employer.

KSBSI officials in Jakarta reported the view that the Project helped to bring about change in the policy level at the DEPNAKARTANS, and that they could see a greater level of mutual respect amongst the social partners in both bipartite and tripartite forums. A third key Project achievement from their point of view was the work in training young trade union leaders. These officials also remarked on how the Project had helped to reduce conflicts between unions, and had contributed to a general increase in levels of knowledge about wages, government policies and related issues.

Officials in Jakarta of both KSBSI and KSPSI reported a breakdown in the tripartite consultation process as it presently concerns the Government's intention to amend the Manpower Act. KSBSI officials said that there had been no meeting of the tripartite consultation body since May of 2006. The most important thing going forward in the KSBSI view is therefore strengthening the tripartite processes in which there has lately come to be a lack of respect and trust, with a fall in confidence that it will be a way to change things; that decisions taken will be implemented. However, in discussion with the Evaluation Team, both officials from these two unions, and from government and employers confirmed that tripartite consultation continues to operate in relation to current proposals for further labour law reform.

KSPSI reported that the majority of its affiliates have been able to conclude Collective Labour Agreements, and that this has been assisted by the Project.

Bipartite cooperation

The Project carried out a pilot program with a total of 38 enterprises around the country to promote the creation and better use of Bipartite Cooperation Forums (BCFs), which are mandated by the Manpower Act for enterprises above a certain size. ACILS noted that many companies simply don't bother to establish a BCF regardless of the Manpower Act. Its Country Program Director also expressed the view that the Project had chosen to work with a number of companies that were already convinced of the benefits of having a BCF.

According to the CTA, however, there were various criteria used in selecting the participants. These included: (1) ensuring participation in each of the seven provinces covered by the Project; (2) ensuring coverage across different industries; (3) having participants with a real interest, either to introduce a BCF, or to improve the operation of one already in place; (4) ensuring involvement with APINDO both in Jakarta and the various provinces; and (5) ensuring involvement from a

spread of different trade unions. Thus, even large participating companies that had a BCF were still looking for new ideas, such as Unilever, and also Coca Cola in Medan.

The Secretary General of DEPNAKERTRANS reported that in the government's view the pilot project was very successful, but very limited in its scope. The Evaluation Team met with both management and worker representatives from several companies that had participated in the program; all of them reported that they and their enterprises had benefited significantly. Reported benefits included (1) acquiring labour management cooperation skills to work together to anticipate, avoid and resolve disputes; (2) improvements in the skills of union negotiators; (3) greater ability for union representatives to work with their membership on resolution of grievances; and (4) improvements in the quality, content and coverage of their Collective Labour Agreement (CLA). Most of the enterprises from which the Evaluation Team met representatives had previously had a BCF, and each had previously had a CLA. In one case the enterprise had been spurred by its participation in the Project's program to establish a BCF. It appeared that in a number of cases the enterprises had established separate groups to participate in the labour management cooperation program, and that a difference was perceived between the functions and methodologies of that group, and those of a BCF. An apparently uniform outcome however was that the process for negotiating the enterprise's most recent CLA after participation in the program had been significantly easier because of the skills that had been acquired. Similarly, enterprises reported that they were more satisfied with the substantive outcomes of their negotiation, that is, with the content of the CLA that they had negotiated. In one case it was reported that the skills inculcated by the program had enabled the enterprise to agree on new shift arrangements.

Labour Law Reform

A key goal of the Project was to assist in the process of law reform. Senior government officials, including the Secretary General of DEPNAKER reported that the Project's assistance in law reform was of very significant benefit. It helped them to learn the technical skills required for policy development, law reform and legal drafting. The Project also played a key role in encouraging the government to establish a tripartite process for labour law reform. These officials reported that a tripartite process will be used in future for intended revisions to the Manpower Act; the process will be used not only for legislative drafting, but also for development of implementing regulations. Notwithstanding their expressed reservations about the current operation of the tripartite process for law reform, officials from various unions agreed that the tripartite process had been very effective in revising the Manpower Act, especially as it had given them a key opportunity to participate in the decision and policy-making.

Related positive benefits of the Project from the government's point of view included the work that the Project carried out to help sensitize parliamentarians about labour law reform (including assistance to DEPNAKERTRANS in its responsibility to shepherd legislation through the parliament), the training of labour court judges, dissemination of information about international labour standards by which Indonesia is bound, and the printing and distribution of key publications about labour law and labour administration.

Labour Inspection

The PRODOC envisaged a number of activities being carried out to support and enhance the government's capacity to administer and enforce its new labour laws through labour inspection. Following the report of the Mid-term Evaluation and the subsequent Follow-up Assessment, this area of activity was no longer pursued. Before that position was reached, the Project did carry out a number of activities related to labour inspection. These included an introductory workshop and two national meetings at the national level, a number of workshops and a training of trainers course at

the provincial level. These activities were all carried out in December 2001, April 2002 and July 2002.⁷ The Evaluation Team met with at least one person (in Bandung) who had participated in training for labour inspectors and who had found it very helpful, not least because it was 'rare', he said, to have the opportunity to participate in such training. Perhaps for this reason, he would have preferred that the Project had continued with these activities. Other government officials expressed the view that it is very difficult to recruit suitable candidates for the position of labour inspector.

Conclusions

Broadly speaking it appears that all of the stakeholders agree that the Project and its activities contributed substantially to the conduct of effective industrial relations in Indonesia. Government and workers generally considered that workers and their unions had become better equipped, as a result of participation in the Project, to carry out their functions. There was a widely reported improvement in the ability of unions to resolve disputes by negotiation rather than by demonstration or by litigation, as well as widely reported improvements in bipartite and tripartite cooperation generally in the country.

While there is some disquiet among some unions about the current tripartite process for proposed revisions to the Manpower Act, all agreed that the tripartite processes that had been established earlier in the Project's life had been effective both for their immediate purposes, and as a way of inculcating the habit or practice of tripartism. To a certain extent, it appears that expressed concerns about the current effectiveness of the tripartite process for law reform amount in substance to concerns about the direction of government policy and the likelihood that it will not change, regardless of any tripartite process.

In addition, it is also widely agreed that the pilot program on labour management cooperation at the enterprise level was very successful, notwithstanding the limited scope of the exercise and the possibility that a majority of the participating companies were already among the converted. Clearly those who participated made significant gains in terms of their ability to negotiate new CLAs.

Recommendations

Future projects might make use, or more use (as the case may be) of clearly established criteria by which to select participants in exercises such as the labour management cooperation pilot program. Those criteria, and the goals to be achieved, might be negotiated and agreed through a PAC (or similar structure) so as to ensure that all stakeholders have a clear understanding of them.

All projects should (continue to) operate on the basis of a tripartite approach not only to planning project activities, but to major changes in a country such as labour law reform. However, it may be prudent to take steps to ensure that all sides agree on the scope or 'jurisdiction' of any tripartite process. It will not of course necessarily be the case that government will agree, after participation in such a process, to change its preferred policy, notwithstanding the force of some of the views that might be expressed against it.

Quality and use of the materials developed by the project

Findings

⁷ For further detail see, for example, the Project Table of Direct Beneficiaries, reproduced in Annex Five.

A major product of the Project has been a significant array of publications, in both Bahasa Indonesia and English. These have covered (among other things) the content of laws and proposed laws, the structure of labour administration within DEPNAKARTRANS, the international labour standards binding on Indonesia, and guidebooks both to legislation in practice and to processes including mediation and conciliation of labour disputes. A sample of the Project's publications appears within the 'Project Snapshot' document that is reproduced in Annex Six.

Almost without exception, persons interviewed by the Evaluation Team made specific mention of the Project's publications. A key factor that many people mentioned was that the publications are (also) in Bahasa Indonesia. The ILO Jakarta Office Director repeatedly mentioned the impact that he had seen from these publications. Both he and the CTA emphasized that the publications had been prepared in consultation with government officials so that they would have had the opportunity to learn from the process and to develop a procedure by which government could and would create further publications in future. Officials of DEPNAKARTRANS in Jakarta were especially complimentary about the publications. They confirmed that their involvement in developing the publications had inculcated in them some of the thinking and the skills necessary to ensure that they would be able to continue this work in future. One official specifically offered his thanks for the Project's encouragement to think about the drafting and dissemination of publications.

Officials in Jakarta of both FSPMI and KSBSI remarked on the value and the importance of the publications. Each considered the publications to be important given that they had limited resources themselves, and that the country is large both geographically and in population. Each noted that the Project had continued to develop and to disseminate publications throughout its life, that they were able to use the publications subsequently in their own training programs, and that the Project's publications complemented their training programs. Unions, however, were not alone in this: many of the activities supported by the Project in the last two years of its life – most of which were organized by the stakeholders themselves – have also relied on the content of Project publications.

Union representatives who had participated in training on labour management cooperation noted the significant value of the Project's publications. The ACILS Country Program Director described the CTA as a 'prolific' publisher, which he considered remarkable given how few staff the Project had, and their high quality on very important subjects. Others to comment favourably on the Project's publications included a representative of Nike who is engaged in corporate compliance; he mentioned especially the utility of the translations of regulations.

In some quarters it was reported that it would have been good to have more printed copies of the publications.

Conclusions

It was widely acknowledged that the Project had produced a significant volume of very high quality publications on important topics. Their value is illustrated by the willingness of parties across the spectrum of the stakeholders to make use of the publications in their own activities in the field. A key factor in their usefulness was the fact that they were published in Bahasa Indonesia.

Recommendations

The range, quality and frequency of publications from the Project might serve as a model of the very best practice for other projects in future. Consideration might be given to whether Project

budgets will support printing of the very large numbers of copies of publications that are likely to be needed to satisfy demand. In addition, future projects might give consideration to making publications available electronically, notwithstanding the likelihood that many stakeholders will not at present have access to the internet, or perhaps the financial resources to print multiple copies of long documents.

Scope, content and effectiveness of training delivered by the project

Findings

The number and type of activities and the number of beneficiaries

The CTA and Project staff supplied data to the Evaluation Team showing the number, affiliation and gender of all the direct beneficiaries of the Project's various training and related activities, including its consultative and advisory activities. The data are recorded in a table that is reproduced as Annex Five. The data show that a total of 15,196 people directly benefited from project activities between its inception in February 2001 and 6 November 2006. Of these, 4,589 were from government (3,251 men and 1,338 women); 5,839 were workers or from unions (4,441 men and 1,398 women); 3,330 were from employers (2,338 men and 992 women); and 1,438 were from outside these groups (991 men and 447 women). These figures cover all project activities including seminars, training of trainers, workshops and various other types of meetings. They include events that were held at both national and provincial level, and they include events initiated by Project stakeholders but which the Project assisted to deliver. As noted, they also include various consultations with stakeholders and interested participants in industrial relations in Indonesia. To that extent (at least) the total number of 15,169 is therefore the very high point of how the number of direct beneficiaries might be measured.

The data do however clearly show that the Project itself organized and delivered activities covering the following topics (the number of direct beneficiaries reported by the Project appears in brackets in each case):

- Labour Inspection (268)
- Labour Administration (212)
- Implementation of the Trade Union Act (210)
- Conciliation and Mediation (532)
- International Labour Standards (126)
- Collective Bargaining and Negotiation Skills (for APINDO) (280)
- Industrial Relations and Human Resource Management (for APINDO) (212)
- Database and Information System Management (for APINDO) (66)
- Gender Equality and Collective Bargaining (210)
- Trade Union Structure and Management (783)
- Trade Union Publicity (159)
- Collective Bargaining and Negotiation Skills for Trade Unions (852)
- Emerging Trade Union Leaders Course (129)
- Bipartism and Workplace Labour Management Cooperation (717)
- Implementation of the Manpower Act (1069)
- Tripartite Training of Trainers on Collective Bargaining and Negotiation Skills (153)
- Implementation of the Disputes Settlement Act (262)

In addition, the Project assisted many stakeholders in the development and delivery of their own programs of activities. Discussion with the CTA and consideration of the Project's own data show that these activities ranged from providing support in the development of training programs, to

making presentations at workshops, and providing publications to be used. The data indicate that this sort of involvement and activity began in mid 2003 and became more intensive especially during the last two years or so of the Project's operation, when it amounted to the main part of the Project's activities.

The effects of the Project's training activities

FSPMI officials considered that the training on collective labour relations, socialization on the Manpower Act and the Labour Disputes Settlement Act, and on the judicial system in Indonesia were amongst the most effective Project activities.

KSBSI officials in Jakarta reported that a number of them had benefited from participating in the training course for emerging trade union leaders. A participant in that course reported that he had learned to put emphasis not only on the right to strike but also on the need to negotiate: 'It has enabled us to consider all positions; we've come to the view that job security is paramount, enabling improvements in wages and conditions.'

The Evaluation Team heard many positive remarks about the effects of the Project's training from other trade union officials and workers. A union official in Bandung pointed out the benefits of having union officials given skills for advocacy. A KSBSI representative from West Java indicated that negotiation training had led to greater success in negotiating collective labour agreements, and that it had reduced the union's reliance on litigation to resolve disputes. He also credited ILO training with equipping the union with the skills to successfully negotiate a check-off system for deduction of union dues. A different trade union representative was especially positive about what he had learned from participating in training on HIV/AIDS, on communication with the media, and on good faith bargaining.

Many of the trainers who operate in the FSPMI program are reported to be graduates from the ILO Project. Many others also indicated that they passed on their learning from the Project to others in the union through their own training programs. One official from a plant level union indicated that the training had been useful to assist in passing the message on to rank and file members. This sort of flow-on was confirmed by at least two rank and file union members who described to the Evaluation Team how they had used knowledge disseminated by the Project in negotiating outcomes at their workplace, although they had not participated themselves in any ILO training.

KSBSI officials in Jakarta did observe that in their view some of the training delivered by the Project had been too introductory and might have been taken further, particularly training on minimum wages and labour market regulation. Moreover they would have liked to participate in more training on social dialogue, and also on a range of issues not contemplated by the Project, including occupational health and safety, social security, and media liaison.

APINDO officials in Jakarta reported that they had benefited from training on labour management cooperation, a topic on which they had found the classes were particularly practical. They also reported benefiting from training and workshops on human resource management, and that they could see positive benefits from Project activities concerning labour administration. APINDO representatives in Bandung also reported positive benefits, from training, surveys and information received at seminars and in publications. While they considered the greatest benefit had come from training on issues relating to APINDO functions, they acknowledged that the Project had also helped them to work together with unions on productivity. These officials also reported that they had passed on their knowledge in the course of training their own members. APINDO representatives in Balikpapan were positive about the Project's bipartite training on good faith

bargaining. They acknowledged, however, that there were limits on what APINDO or the ILO could do, given that so many employers in the region are not APINDO members.

Representatives of BRITCHAM were particularly positive about the effects of the Project's training. One reported seeing a clear improvement in the ability of the social partners to deal with their own labour disputes through mediation and negotiation, and in a way that limited the impact of those disputes. Another had benefited particularly from training on international labour standards at the ILO's Turin training centre. He had found this very helpful in his own company's work, as well as within the broader BRITCHAM network. A Nike representative observed that the Project had been particularly effective in its work on socialization around new labour laws, and reported that the Project's work with Government had had a significant effect, both directly and indirectly.

The use of international resource people in delivering training

The ILO Jakarta Office Director and the CTA both emphasized that the Project had drawn on a very wide range of ILO and other staff, literally from around the world, to assist in delivering its activities. Both emphasized their view that the Project had been very well supported by the ILO, particularly by a large number of officials in ILO HQ in areas including Social Dialogue, Normes, Gender, Labour Administration and the Turin Training Centre. In addition to ILO HQ staff, the Project – and therefore its Indonesian stakeholders – had benefited from input a wide range of international experts. These included university academics from several countries, representatives of the Australian Industrial Relations Commission, the Federal Mediation and Conciliation Service (USA), and experts from Malaysia, Singapore and South Africa.

Many people were particularly positive about this aspect of the Project's work. The ACILS Country Program Director noted that the international experts who had been brought in had significant expertise across many countries; he described them as 'superior'. One BRITCHAM representative also commented on the quality of the resource people that had been brought in for training, and noted that the materials used were also of very high quality. Another BRITCHAM representative not only remarked on the high quality of the resource people that the Project had used, he also praised the Project for making them available, given his view that employers would not be able to afford to bring such high quality people.

Training of Ad Hoc Labour Court judges

Several Ad Hoc Labour Court Judges reported benefiting from training on international labour standards. One noted that this allowed them to understand, for example, how to use ILO Convention 111 in the course of deciding cases concerning allegations of discrimination. Many noted that they had been able to apply the skills and knowledge they had acquired during training delivered by the Project, in the course of their work as judges. All were positive about the quality of the training materials and the instructors.

Nevertheless they saw room for improvement. One participant would have preferred an instructor who had practical experience as a labour court judge. Many indicated that they would have liked to see more instruction based on decisions that had been made by the Indonesian Labour Court. One KSBSI-nominated ad hoc judge in Bandung reported that most of the training material had been in English, which he considered was a significant limit on its usefulness. He also noted the importance of providing sensitization training on labour issues for the career judges who sit on the Court.

Conclusions

The Project's training and related activities addressed a wide array of topics that were not only important to the stakeholders, but which also had important connections with each other. Moreover it appears clear that the selection of topics and training methods was based on continuing interaction with the stakeholders to determine their needs and to select appropriate participants. For these reasons, the training delivered appears to have been highly successful. Two key positive conclusions are that representatives of all stakeholders were especially enthusiastic about the quality of the resource people used to deliver training, particularly the international experts; and that many have gone on to use the knowledge and materials from the Project's training in their own organizations' programs of activities.

Recommendations

Future projects might also benefit from making a particular effort to ensure a wide variety of suitably qualified resource people are engaged to deliver training. While there is obvious merit in using experts with significant international, comparative expertise, there are also topics and circumstances in which training is more appropriately delivered on the basis of local law and conditions. Continuing close interaction with project stakeholders is the best and only way to shape training activities to suit their needs and goals, as well as to work toward particular development objectives. Staff on other projects might be encouraged to prepare data in a similar form to that maintained by the Project and reproduced in Annex Five.

Project implementation status

Project performance against timelines and budget

Findings

As the Mid-term Evaluation identified, the Project got off to a slow start. One of the reasons for this was the time needed to hire staff and to organize office facilities for local Project offices in a number of locations outside Jakarta. Other reasons included the significant delay in the finalization and promulgation of the Manpower Act, which was to be the basis for many of the activities that were originally planned. Following the Mid-term Evaluation and the subsequent Follow-up Assessment the speed, frequency and focus of Project activities all changed. The few Project Workplans that have been prepared showing whether or not planned activities were carried out according to the intended timeline suggest that in the last couple of years particularly the Project carried out its activities when planned. Only an extensive cross comparison of Status Reports and Technical Progress Reports would support a complete finding on this point.

The Project was initially funded with some \$2.5 million, and due to finish on 31 January 2003. The outcome of the Mid-term Evaluation and the subsequent Follow-up Assessment was a decision to extend the Project for a further two years, to December 2004. The Project was extended again in September 2003 and November 2004, with a further grant of \$1,290,000 and a reallocation of \$231,747 from other projects to its final completion date of 31 December 2006.

The Project was generally slow to expend the funds available in its budget. At the time of the Mid-term Evaluation the Project had only expended some \$370,000 of its then budget of approximately \$2.5 million.⁸ Notwithstanding the subsequent increase in the number and pace of Project activities, expenditure continued to be relatively slow. Hence the later Project extensions were in part a product of tight control and effective use over the budget. This is related to the fact that a

⁸ Although it was reported that the CTA was confident of expending a further \$1 million in the following year: Mid-term Evaluation Report, p 7.

significant number of activities in the last two years or so of the Project life were predominantly supported by the social partners themselves, with little or no financial input from the Project.

Conclusions

Although the Project got off to a slow start, it operated in a much more timely way following the report of the Mid-term Evaluation and the subsequent Follow-up Assessment. The Project was at first arguably too cautious in its expenditure, although in the result it might better be said that budget management was prudent. Among other things, it enabled the Project to continue for a further two years than planned even on the first extended deadline for its completion. This in turn enabled the social partners to continue to benefit from the Project's expertise; although at the same time it is precisely because the social partners had begun to plan their own activities and carry them out with minimal financial support from the Project that it was possible to continue for so long.

Recommendations

Prudence in financial management should not become parsimony; slow expenditure against budget can only be supported where it is linked to positive outcomes. In this case, the CTA's apparent ability to stimulate the social partners to develop and to deliver their own programs of activities with minimal financial support from the Project is a useful example both of how to manage a budget effectively and to empower the social partners in way that contributes significantly to sustainability of results.

Sustainability of project results

Findings

The Project planned to take specific measures to ensure sustainability of results. These included emphasis on training, promulgation of regulations, establishment of dispute resolution systems, the development of training manuals, and a public awareness campaign. The planned measures were intended to leave behind 'a highly qualified pool of managers, trainers and advisors to continue the key activities beyond the project life.'⁹ Particular ways of achieving this were to include emphasis on training of trainers, sensitization of high government officials (both within and outside DEPNAKARTRANS), and coordination of Project activities with the existing programs of the beneficiary target groups.

The CTA and the ILO Jakarta Office Director each reported that they had taken certain steps to try to ensure sustainability from their end, so far as possible. One thing on which they said they had focused was continuity, which would be assisted by the fact that a number of former Project staff had been engaged to work for the Office. They also considered that the establishment and maintenance of clear communication between the Project and the Office was itself a good indicator of sustainability. Finally, one of the last things the CTA did was to develop a SPROUT for continuation of the type of work that the Project had been doing. It appears as Annex Seven.

As noted, the vast majority of activities in which the Project has been involved in the last few years were initiated and largely funded by the stakeholders themselves. KSBSI officials in Jakarta reported that 90 per cent of their ongoing activities, particularly training, do not depend upon the Project. While they had benefited from the Project, they were confident that they would definitely be able to continue once it finished. In a similar way, DEPNAKERTRANS officials reported that they customarily seek to deliver key aspects of their programs through networks, including

⁹ PRODOC, p 27.

drawing on NGOs from time to time. They appeared to have been encouraged in this approach by the Project. DEPNAKARTRANS officials in Bandung noted that staff who had been trained by the Project (in labour inspection) ‘automatically’ became resource people within the provincial government.

KSBSI officials also reported that from time to time some of the participants in the course for emerging trade union leaders continue to meet informally, although the course was completed quite some time ago. For their part, FSPMI officials in Jakarta reported that many of those who work in the union’s training program received their own initial training from the Project (especially on key topics such as freedom of association and organizing, and negotiation skills in relation to collective labour agreements). The Project had helped to increase their ability to identify and to pursue important topics and areas of activity. Project reports also indicate that graduates from Project-sponsored training of trainers were subsequently used to deliver training for the Project.¹⁰

Sustainability through training emerging trade union leaders

A major activity of the Project in its early stages was a program to train emerging trade union leaders. The training program included a subsequent workshop of the participants so that they could compare their experiences since their training. Both the CTA and the ILO Jakarta Office Director considered it an important activity within the Project framework, although they remarked that the differing career paths of those who participated meant that the outcomes had been in some respects a little inconsistent. The ACILS Country Program Director was particularly complimentary about the course, but given the needs, described it as ‘a drop of water on a sponge’.

One of the trainees reported to the Evaluation Team that the course had covered a wide range of very important topics. These included Industrial Relations, Labour Law, IT literacy, creating a Union Leaders’ network, reading and understanding financial statements, methods of relating to employer representatives, and analysis of union models in neighbouring countries (Malaysia, Indonesia and the Philippines). The course also included exercises such as a site visit to a shoe factory in Tangerang to examine occupational health and safety issues in practice. A number of the trainees reported that they had been able to draw on their experiences in the course to develop and to deliver training to others on the issues, including basic training for new members, bargaining tactics, and trade union leadership. One reported that (with some assistance from the Project) their union had trained around 300 of its members. Another expressed the view that there was a flow-on benefit of information to management representatives who negotiated with those who had been in the course.

Participants generally commented favourably on the very high quality of the instructors and resource people in the course. Some had criticisms of the various modules and how they were put together; one considered the degree of variation in experience and skills among the participants too great, and so a hindrance to coherence. A number mentioned that they would have liked to have had more of a hand in designing the curriculum; several mentioned that they would have liked more refresher training after the course had finished.

Key examples of sustainability

The Evaluation Team encountered three particular examples that suggest a high degree of sustainability from some aspects of the Project’s work. One is that several academics at Parahyangan University in Bandung have recently established the first ever graduate program in industrial relations in Indonesia. They were spurred to do so by attending a Project colloquium for

¹⁰ See for example the Status Report for the period 1 March to 31 May 2004.

industrial relations academics on how to develop a curriculum in the field, and also by continuing engagement with the CTA. A second example is the wide range of activities of Ms Y M Sri Kusminingsih, of PT Daya Sari Timber, and APINDO West Kalimantan. As a result of her own, apparently frequent involvement with the Project, she reported having created networks in her region to disseminate information gained through involvement in the Project. In particular, she had established a Human Resource Development club in her region, and sought to link it to the operations of the local branch of APINDO.

A third key example is provided by those two rank and file union members who reported to the Evaluation Team that they had been able to use information and skills they acquired through their union to achieve positive outcomes at their workplace, but without themselves having been participants in Project activities. One of these was a woman in Balikpapan who had received training from her union (drawing on material provided by the Project) that had equipped her and her colleagues to address the issue of the working conditions of pregnant women with their employer. In her view, it was the employer that needed training!

Challenges for sustainability going forward

There is a general consensus that unions are not strong across the country. The CTA reported to the Evaluation Team that only about five per cent of workers are organized, with maybe 12 per cent in the formal economy. Moreover there are only 9,000 CLAs in the country altogether. FSPMI officials in Jakarta noted that there is generally a significant gap between the level of education and skills of workers and employers, and that understanding of trade unions at the grassroots level is very weak.¹¹ KSPSI officials in Jakarta reported that there is significant ongoing need for training on economics and issues related to the determination of wages, so as to facilitate negotiations with regional governments on wage-setting.

On the employer side, APINDO continues to be hampered by important weakness, in particular the fact that in some provinces especially, relatively few employers are APINDO members. Several union members from East Kalimantan, for example, were skeptical about the ongoing benefits of the training that they had received, as the employers with whom they have to negotiate are not APINDO members. While the Project delivered training to employers through APINDO, its own training programs continue to suffer from deficits.

Government also experiences significant obstacles to carrying out its mandate. A DISNAKERTRANS official in Balikpapan reported that his small office had some 3,700 companies in East Kalimantan under its authority. He also pointed to the ongoing complications that arise from the structure of government since regionalization was implemented, and the difficulties that are caused by the present division of powers between district and provincial levels of government. Fragmentation of responsibility, both across levels of government and within departments had been an issue for Project staff from early on in the Project's life, and was the subject of comment in the report of the Mid-term Evaluation. A not unrelated issue for the Project is that it only worked in a limited number of provinces.

Government and employers both consider that the Manpower Act requires further amendment in the interests of greater labour market flexibility than some perceive is presently permitted; a key issue is the quantum of severance payments due upon termination of employment. The government sees a need for ILO assistance to reach understanding on that issue in particular. Moreover, the

¹¹ While the Project planned to carry out general awareness-raising among its activities, it appears that relatively little occurred.

Secretary General of DEPNAKERTRANS indicated that future programs of activities, including legislative activities, will have to comply with Presidential Decree 3/2006 concerning the improvement of the investment climate. (An APINDO representative in Bandung reported that many enterprises in West Java had closed in recent times due to the poor investment climate).

According to DEPNAKERTRANS it will be necessary to revise the Manpower Act to take into account Act No 3/1992 on Social Security, Act No 2/2004 on Dispute Settlement, Act No 21/2000 on Trade Unions, and Act No 40/2004 on National Social Security. As noted, several union officials reported that the government has already introduced the issue for discussion in the existing framework for tripartite discussion. KSPSI reported that it had recently led a major demonstration (according to them, of 180,000 members) against the Government's proposals to change the Manpower Act; a number of people were arrested.

The new Labour Court appears to be experiencing some difficulties at the outset. By all accounts its case-load is almost exclusively matters arising out of allegations of unfair termination of employment. Ad Hoc Labour Court Judges reported a range of issues which they could foresee as to which they would require further training and assistance. These included training on cases that have arisen (or which could arise) under Indonesian law (and assistance to collate the Court's decisions); training that brings together judges from different provinces; training for all ad hoc judges (who are appointed either by employers or by unions) as to how to act judicially, that is, impartially; and training on labour issues for permanent judges who sit only occasionally in the Labour Court. Many of them noted that they have not been paid for many months for carrying out their judicial duties.

A number of judges and union officials commented on the complexity of the Court's procedures, which are basically adopted from the civil courts, of which they are a part. They expressed concern about the capacity of the parties to make use of the new jurisdiction, given that few can even write basic letters, much less deal with the rules of Court. In similar vein, one government official suggested that the lack of cases before the Court may be more a reflection of the difficulties workers and unions experience in bringing cases rather than evidence of the extent to which government officials' mediation skills were improved by the Project.

Conclusions

The Project planned its activities in a way that would help to ensure that its results would be sustainable, including for example by creating cohorts of trained trainers. There is ample evidence that those who were trained or assisted in other ways by the Project have passed on their knowledge and skills to others in the field, and that both unions and (to a lesser extent) APINDO have institutional programs designed both to retain and to disseminate the benefits of participating in Project activities. There are some very positive indicators of sustainability, in particular the establishment of Indonesia's first graduate program in the discipline of industrial relations.

At the same time there are clear indications of major challenges ahead for Indonesia, and for the ability of government and the social partners to gain long term benefit from the Project's activities. These including continuing and significant deficits in capacity in government and the social partners alike, and evident weaknesses in key institutions including the Labour Court and, perhaps, the tripartite mechanisms for addressing changes in labour policy going forward.

Recommendations

The ILO, either through its own regular budget activities, and/or in donor-funded technical cooperation, might seek to address some of these ongoing difficulties, in consultation with the

groups and institutions involved. Clearly further assistance is needed to support the operation of the Labour Court, especially given the general climate of uncertainty around the Indonesian court system that stems from its widespread reputation for corruption.

The ILO Office in Jakarta should be encouraged to maintain relations with the graduate program in industrial relations that has been established in Bandung. Other, similar projects in future should include efforts to encourage such developments.

Project management

Communications and staffing

Findings

As noted above, it was reported generally that the Project and its staff were in regular, if commonly informal contact with many key stakeholders, particularly those who were members of the PAC. At the same time, several critical observations were made.

KSBSI officials in Jakarta said that they would have preferred greater openness about the Project budget. For example they would have liked to have known how much was devoted to administration, salary and training respectively. In their view this would have allowed them to make more focused contributions on proposed programs of activities. They also remarked that they had not received feedback on the planning process and how decisions were made about whether to carry out particular activities, once the needs assessment process was complete. In similar vein, some KSPSI officials reported that while they were invited to workshops and seminars they did not have a good sense of the Project overall.

DEPNAKERTRANS officials in Jakarta complained of the Project carrying out activities with some of the social partners but without keeping it informed. Some of these officials also acknowledged that some of the difficulties that government experienced in this respect stemmed from its own internal procedures and structures. The CTA reported that in his view there are significant weaknesses in government, and that it is for this very reason that the Project worked with open and effective individuals across government, not merely those who were involved with the PAC or who had particular responsibilities. The ACILS Country Program Director emphasized that the Project had been more open to ACILS and communicative than any other being run from the ILO Office in Jakarta, including those run by ACTRAV. He also observed that the CTA had been particularly adept at establishing and keeping open channels of communication with the Ministry; the CTA had been very effective at finding the individuals who wanted to participate and carry out relevant work, and he was in fact working with them.

Certain APINDO officials in both Jakarta and Bandung expressed concern that the Project had worked too much with unions, and that it had done so without communicating clearly enough with APINDO. DEPNAKERTRANS officials in Bandung also seemed to think that the project coordinated with unions and others, but not with government. By contrast, an employer in Balikpapan praised the way that the CTA had established a system of contact people from within the Project, who were available for free.

The Project appears to have developed and maintained a particularly competent and effective group of staff in the Jakarta office at least, and to have maintained them as a cohort for a considerable period of time.¹²

Conclusions

The CTA took a commendably flexible approach to communication with all stakeholders: while he made decreasing use of the formal PAC structures over the life of the Project, he also maintained a very high level of informal communication with key individuals and officials. In a difficult environment the CTA established and maintained effective and enduring links with government and was thereby able to make significant progress toward the Project's objectives.

To a very large extent it appears that those who complained of not knowing enough about the Project's activities either over-looked the true extent to which the CTA did communicate with them, or seemed to want to have had more communication as a way of potentially exercising greater control over Project activities.

Recommendations

All CTAs should be encouraged to make appropriately flexible use of both formal and informal structures and means of communication with key stakeholders.

Future projects (and the ILO Office in Jakarta) might consider using electronic means to communicate regularly with stakeholders about their activities, so that all of them can be equally informed about those events. These means might include an email listserv announcing activities on a regular (say, monthly) basis, a Project website where the information and associated publications could be made available (perhaps subject to password protection), and SMS alerts.

Coordination with other ILO offices and programs

Findings

The ILO Jakarta Office Director and the CTA both reported that the Project took a strategic approach to the relationship with what is now the ILO's SRO in Manila. That is, they liaised with the specialists in that team as and when they considered it appropriate. In the Office Director's view the project in Jakarta was significantly advantaged by having a full-time industrial relations specialist as CTA, meaning that it could operate without depending too heavily on input from the SRO. Both the CTA and the Office Director emphasized that in their view it is important to distinguish between liaison with the SRO at the time that a Project is established, and liaison during its life. Both also emphasized that the SRO Manila was very helpful at the outset, especially in establishing initial contacts with the stakeholders in Jakarta and throughout Indonesia. Moreover, both the CTA and the Office Director emphasized that throughout its life the Project kept the SRO Manila informed about its activities, and that specialists with particular expertise from the SRO were welcome and encouraged to contribute to project direction and planning as appropriate and useful.

Both the CTA and the ILO Jakarta Office Director reported that the Project had very good links with ILO units in Geneva. The CTA reported that the Project had been very well-supported by ILO officials in the Social Dialogue and Declaration Units, with whom the Project was required to liaise for both technical and administrative support (respectively). The CTA reported clear and effective

¹² By the time the Evaluation Team conducted its mission the various local offices that were opened early in the Project's life had all been closed.

communication in both directions that significantly benefited the delivery of Project activities. As noted, both the CTA and the ILO Jakarta Office Director reported that the Project had been well-supported by ILO headquarters units as a source of effective international resource persons.

The Office Director reported very good links with the Project: the CTA had made sure that the Director or his deputy was always invited to address and/or to attend seminars, workshops and events run by the Project. The Office Director regarded liaison between the ILO Office and the Project as having been particularly successful; he attributed this not only to clear communication from the CTA, but also to the fact that the Project eventually came to share premises with the ILO Office.

The Office Director reported that the Project had worked well to link with other projects being run from the ILO Office in Jakarta. The CTA reported that the Project had worked together with other projects whenever those other projects were dealing with industrial relations issues. In particular, the Project had worked at various times with the ILO HIV/AIDS project, the ILO Gender Programme, the ILO Programme on Aceh, the ILO East Timor project, and the ILO/US Department of State Police Project.

The CTA of the ILO HIV/AIDS Project reported that the two Projects had together run a two day workshop on HIV/AIDS and collective bargaining. In her view this had been an unusual combination of topics, but one that worked very effectively, and one about which she received 'constant positive feedback.' As a result of this joint activity, she reported that District Labour Officers had been delivering training based on the model used at the workshop. In her view the involvement of the Project in bringing together the topics of collective bargaining and HIV/AIDS added significant value, as it made the discussion more focused than is sometimes the case when discussing HIV/AIDS in the workplace in the abstract. She expressed deep regret that the Project would be coming to an end, as the industrial relations focus in her experience provided a very good entry point for the HIV/AIDS project to work from. Apart from particular activities, the HIV/AIDS CTA reported that her project had benefited from the Project as there was great cooperation and because the Project had very strong relations with government which were also of benefit to the HIV/AIDS project. The HIV/AIDS project had been running for some 18 months (half way through) at the time of this final evaluation.

Conclusions

The Project plainly made significant and successful efforts to connect its work with that of other Projects under the supervision of the Jakarta Office, and with the program of the Jakarta Office itself. It also appears to have maintained sufficient and strategic communication with the SRO Manila. The Project evidently endeavoured to establish and to maintain productive relations with key units in ILO HQ, and was assisted in this by the staff in those units.

Recommendations

Future programming in the ILO Office in Jakarta might seek to replicate the success of the Project in linking its activities with other Projects, as might future projects more generally.

Effectiveness of project performance monitoring

Findings

The Project carried out a major survey by questionnaire of randomly selected individuals from government, employers and workers in November 2003. The results were collated in a Performance Monitoring Survey, with the data broken down according to the different provinces in

which the Project carried out its work. The Survey document notes that it was not an effective method of gathering data on various industrial relations phenomena, in large part because the survey respondents did not have access to the necessary data. As to that, however, the Project periodically produced a brief publication, *Basic Industrial Relations Data in Indonesia*, which it compiled from Ministry reports and statistics.

The conclusions from the data for the provinces of Jakarta, Banten and West Java give a sufficient flavour of the outcomes. Broadly speaking, the analysis showed that participants in Project activities had a sound knowledge of fundamental labour rights and international labour standards. Workers and employers considered that their organizations had increased in capacity, including to train others on these and related issues. However, their organizations were not in fact carrying out significantly more such training. Respondents generally thought that government's capacity had been improved, and that there had been improvements in the levels of good faith in both bipartite and tripartite labour institutions.

The survey results do not appear to disclose whether the respondents perceived any direct association between the Project, or even the ILO more generally, and the outcomes that they observed. Instead, it appears that the survey methodology inquired whether the respondents noted any changes in the previous 12 months, presumably as a proxy for asking directly about the influence of the Project. Nor are the survey results presented together with data from previous or subsequent surveys, to provide an objective means of comparison over time.

The material provided to the Evaluation Team suggests that this was the only major performance monitoring exercise carried out by the Project. A much less sophisticated survey was done in August 2006, with some 75 persons across government and the social partners (in equal numbers) being asked to the question 'Do you believe that there has been any actual improvement in working conditions as a result of the project?'. Of the 75 respondents, 69 answered positively as regards the whole country (with 2 negative and 4 neutral), and 71 answered positively for individual places of work (with 1 negative and 3 neutral).

Other Project documents suggest that the Project may have carried out performance monitoring in a less structured, ongoing way during the course of its activities. Various Workplans, Status Reports and Technical reports, for example, refer to proportions of certain target groups that had improved their knowledge or capacity in certain ways.

Conclusions

Without further information it is difficult to draw any firm conclusion(s) about the extent to which the Project engaged in performance monitoring, or how effective that was. There are at least clear indications that the Project was sensitive in its planning from time to time to measurement of outcomes. Moreover, its compilation and publication of *Basic Industrial Relations Data in Indonesia* shows that it was following key trends in industrial relations, presumably both for the benefit of the stakeholders, and for its own information and planning.

Recommendations

Projects should have clearly defined means and goals for performance monitoring, which should include analysis of similar phenomena over time, so that objective comparisons and assessments can be made.

Project responsiveness to midterm and follow-up assessments

Findings

The Report of the Mid-Term Evaluation reached a number of key conclusions. These were that: (1) the Project's original objectives and overall strategy remained valid; (2) the Project should focus even more on activities around the issues of how to respect freedom of association and the right to bargain collectively in practice; (3) that activities concerning the implementation of the Manpower Bill and the Labour Disputes Settlement Bill should be postponed indefinitely, that is, until the legislation was enacted; and (4) that activities relating to labour administration should not be a priority going forward, although it would be worthwhile trying to pursue the planned activities relating to labour inspection.¹³ That report also concluded that while the Project had made little impact up until that time, it had significant capacity to do so if it were refocused. To that end, the Mid-term Evaluation Report included detailed recommendations about the specific activities that might be pursued, changed or abandoned.¹⁴ It also recommended that the Project be extended in order to have an opportunity to carry out its objectives, but that any decision to extend it should be made on the basis of a further assessment to be carried out in August 2002.

The Follow-up Assessment was carried out from 23 to 29 August, as anticipated. It concluded (among other things) that since the Mid-term Evaluation: (1) the Project had changed direction away from activities that depended upon the coming into force of legislation relating to Manpower and Disputes Settlement; (2) over 2,800 people had participated in training and workshops and some 16 enterprises had become involved in labour management cooperation training; (3) the Project had prepared and/or translated into Bahasa Indonesia a significant amount of material on freedom of association and related topics; and (4) stakeholder commitment to and understanding of the Project had developed significantly.¹⁵ The Report of the Follow-up Assessment recommended that the Project be extended for a further two years, to a date in 2004, with a further sum of approximately \$1 Million US being made available. The report also contained specific recommendations concerning different activities that the Project should pursue, and some that it should abandon, including those to do with labour inspection and labour administration. The Project Extension document, settled following the Follow-up Assessment, responded to the findings of the Mid-term Evaluation and the Follow-up Assessment by focusing its program of activities in the areas that had been recommended, and by including contingency plans to take account of the possibility that legislation might not be implemented within the Project's life.¹⁶

In discussion with the Evaluation Team the CTA and the ILO Jakarta Office Director both indicated that the reports of the Mid-term Evaluation and the Follow-up had been of significant benefit to the Project, and also to the Office in its role as support for the Project. They both reported that the recommendations had been particularly helpful in guiding the Project Team in how best to focus its activities for the best possible success. The CTA expressed the view that one of the reasons for the Project's successes over the full length of its life was that it had not proceeded on the basis of slavish devotion to the PRODOC. He also noted that this had become clear at the time of the Mid-term Evaluation. Up until then, according to the CTA, the Project had been concentrating on working with national level officials, some of whom had been most difficult

¹³ Mid-term Evaluation Report, pp 11 – 13.

¹⁴ Mid-term Evaluation Report, pp 13 – 15.

¹⁵ Report of the Follow-up Assessment to the Mid-term Evaluation, pp 3 – 7. By August 2002 the Project had conducted approximately 117 trainings, workshops and seminars: Project Extension Document, p 3. Other detail on the Project's activities following the Mid-term Evaluation are set out in a Progress Report dated '7 August June 2002' [sic].

¹⁶ Project Extension Document, p 5.

to deal with. The CTA was grateful that the evaluation process encouraged the Project to work also at the regional level. According to the CTA, the Project therefore changed direction from this point.

Conclusions

The conclusions of the Mid-term Evaluation and the Follow-up Assessment are starkly different about the benefits of the Project and its achievements, even though the two exercises were carried out only eight months apart from each other. The degree of change wrought in those eight months led to significant direct benefit to a wide range of stakeholders, and persuaded the Follow-up Assessment team to recommend a Project extension for approximately two more years. These facts, together with the stated views of the CTA and the Director of the ILO Office in Jakarta suggest that the Project responded promptly and appropriately to the recommendations of each review process.

Recommendations

CTAs should be encouraged, subject to appropriate guidance from the ILO and/or from representatives of donors, to be reasonably flexible in their approach to delivering activities that contribute to the achievement of a given technical cooperation project's development objectives. Project planning should contemplate from the outset that this flexibility will be needed, granted and exercised.

Subject to the availability of resources for this purpose, it would appear that it is beneficial to carry out an assessment to follow-up on the recommendations of an evaluation, and that linking this to the question whether a Project will continue (even if in the form of an extension) may have positive effects.

Initial project planning should take into account the foreseeable possibility that law reform processes may not reach their intended conclusion within envisaged time-frames. Accordingly, activities and objectives should not be based squarely on the assumption that law reform processes will be concluded as planned. Or, project planning should take into account the possibility of other outcomes, including by planning alternative strategies and programs of activities for the different likely scenarios.

ANNEX ONE: TERMS OF REFERENCE FOR THE EVALUATION

FINAL EVALUATION OF THE PROMOTING AND REALIZING FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING BY BUILDING TRUST AND CAPACITY IN INDUSTRIAL RELATIONS IN INDONESIA

I. PROJECT BACKGROUND AND DESCRIPTION

The social consequences of the Asian financial crisis in 1996-1997 and discontent with the then prevailing authoritarian regime, formed the basis for Indonesia's *reformasi* movement which eventually led to far-reaching democratic and political reforms. In the labor realm, the reforms initiated by the Government of Indonesia following the fall of the Suharto regime centered around the acceptance of the fundamental principles and rights at work and willingness to work with the International Labour Organization (ILO).

On June 9, 1998, Indonesia ratified ILO Convention No. 87 concerning the Freedom of Association and the Right to Organize. Since then, Indonesia has ratified four more fundamental human rights conventions of the ILO.

The Promoting and Realizing Freedom of Association and Collective Bargaining by Building Trust and Capacity in Industrial Relations project in Indonesia, a grant in the amount of \$3,800,000 is funded by the U.S. Department of Labor (USDOL) and executed by the International Labor Organization (ILO) through a cooperative agreement designed to help countries realize the principles of the ILO's Declaration on Fundamental Principles and Rights at Work. The project was originally funded in 2000. It started in October 2000 and is set to conclude at the end of 2006.

The project is designed with two phases. Phase I is the development of a comprehensive picture of the set-up of the tripartite constituents and relevant institutions and their strengths and weaknesses in dealing with the requirements of the industrial relations scene. Phase II consists of activities aimed at enhancing and creating the institutional capacities of the tripartite constituents in dealing with their rights and responsibilities under the new legislation, as well as at strengthening and establishing the organs or bodies that should constitute the Indonesian industrial relations system or have supporting roles to play.

The primary objectives of the project are geared towards creating an enabling industrial relations environment and building the capacity of tripartite partners at various levels. Technical advice delivered through the project team and its resources is intended to promote and strengthen the labor judicial system as well as the roles of labor unions and employers' organizations. The training element of the project is intended to support the advisory component, and is addressed to the industrial relations actors – workers' and employers' representatives at various levels, and government officials – both individually and jointly. The training component is intended to provide not only direct support to key actors in seven major provinces, but also to build the capacity to train through the training of trainers in the key industrial relations subjects of collective bargaining, negotiation skills, workplace cooperation, labor union function and management, labor inspection and mediation, international labor standards and social dialogue.

The project objectives are as follows:

Development Objective

The creation of sound, harmonious and fully functioning industrial relations system aimed at promoting economic growth while guaranteeing workers' rights.

Immediate Objectives

At the end of the project:

- The Ministry of Manpower and Transmigration (MOMT), any manpower offices at provincial and district levels and other relevant institutions will have an organizational understanding and institutional capacity to act upon their mandate and their rights and responsibilities under the relevant legislation and to develop labor policy priorities.
- The workers' organizations will have an increased organizational understanding and institutional capacity to act upon its organizational mandate, its rights and responsibilities and those of its members, as well as capacity to advise government on labor relations law and policy and plan, organize and conduct industrial relations training.
- The Employers Organization of Indonesia (APINDO) will have an increased organizational understanding and institutional capacity to act upon its organizational mandate, its rights and responsibilities and those of its members, as well as capacity to advise government on labor relations law and policy and to provide services on industrial relations training to its members.
- Bipartite institutions will have been functioning effectively in fourteen or more pilot enterprises, pursuant to the relevant legislation, and workplace cooperation plans are being implemented in each enterprise.
- a new industrial dispute settlement system will have been set up by the Government as regulated under the relevant legislation, and a training system for industrial judges and bipartite laypersons (including mediators) will have been put in place.
- Priorities and work plan of tripartite bodies at national and local levels will have been developed and endorsed.

Sub Immediate Objectives

- A total of 200 officials of the MOMT and Manpower Offices at provincial and district levels and 150 tripartite constituents trained on the Industrial Dispute Settlement Act and Manpower Act and a pool of 40 trainers created.
- Implementing regulations of Industrial Dispute Settlement Act drafted, adopted and published.
- A total of 320 government officials and selected private practitioners trained on industrial dispute prevention and settlement to include mediation, voluntary arbitration and alternative dispute resolution (ADR) and two (2) training packages on dispute prevention and settlement in the context of the new law produced.
- A total of 240 tripartite constituents, 50% of which are female, trained on Gender Equality and Collective Bargaining and a pool of 25 trainers from representatives of government, workers' and employers' organizations at the national level created.
- A total of about 300 trade union officials at district and plant levels trained on trade unionism and trade union management.
- A total of about 160 trade union officials at district and plant levels trained on collective bargaining and negotiation skills.
- A total of about 160 APINDO officials and members at district and plant levels trained on collective bargaining and negotiation skills.
- Bipartite institutions established and labor-management cooperation plans developed and implemented by ten (10) pilot enterprises from the seven provinces with 20 enterprises

participating as observers and additional 80 tripartite constituents exposed to the promotion of labor-management cooperation and the strengthening of bipartite institutions

- Draft implementing regulations on the new industrial judicial system provided in the new Industrial Dispute Settlement Law produced.
- Syllabi, teaching materials and teaching guides covering international labor standards and Indonesian labor laws developed.
- A total of 100 ad hoc judges and 30 educators of judges trained on international labor standards and Indonesian labor law and industrial relations.

Draft by-laws concerning procedures, organizational structures and rules of governance of tripartite institutions produced.

In January 2002, a team made up of representatives from ILO and USDOL and an independent evaluator conducted a mid-term evaluation of the Indonesia Project. The evaluation team found that while the project's original objectives and strategies were, in general, still valid, changes in key assumptions and the political context of the project made some aspects of the project design and the implementation of activities problematic. The evaluation team also raised concerns regarding the slow start-up, insignificant delivery, and limited impact of the project.

Because of the concerns raised by the evaluation team, ILO and USDOL agreed to a hold follow-up assessment in August 2002 to follow up on the activities of the project to rectify concerns. An extension was granted to the project at that point to continue assisting the tripartite partners in the implementation of the new labor laws.

Please see the Midterm Evaluation report and August Followup report for more details.

II. PROJECT ACTIVITIES TO DATE

The following main activities have been undertaken to advance the work of the project according to the work plan: (these are activities since the mid-term evaluation. For earlier activities, see the progress reports and midterm evaluation report)

- Various workshops on the implementation of the newly enacted Manpower Act of the Republic of Indonesia (Law No. 13/2003) for Manpower officials at the national, provincial and regency/municipality levels.
- Support was provided also to a tripartite working group in the development of implementing regulations of Law on Manpower, including one tripartite plus workshop in the Province of Yogyakarta.
- Tripartite Training of Trainers (TOT) on Collective Bargaining and Negotiation Skills for trade unions and employers Associations (APINDO) and selected government officials.
- Tripartite TOT on Gender Equality through Collective Bargaining for 40 tripartite participants from the seven provinces.
- A series of workshops and one high-level tripartite forum on Bipartite Institutions and Workplace Labour – Management Cooperation.
- Workshops on Monitoring and Assessment of Action Plan on Bipartite Institutions and Labour Management for the Provinces of Jakarta, Banten, Lampung and West Java, East Java, Central Java, Bali, East Kalimantan and South Kalimantan, North Sumatera and Riau.
- Training Workshop on Effective Labour-Management Negotiations and Gender Equality.
- Leadership training for Trade Union Officials of SP-BUMN.
- Seminar on Bipartite Cooperation held by Disnaker Offices Jakarta.
- Workshop on Labour Management Cooperation, PT. Kutai Timber Industry.

- Workshop on Fundamental Principles and Rights at Work, Disnakertrans, Jakarta.
- Seminar on Industrial Relations Dispute Settlement, University of Atmajaya.
- Seminar on Capacity of Unions to Engage in Social Dialogue, International Institute of Workers Education and KSBSI.
- Workshop on Collective Bargaining and Negotiation Skills, APINDO.
- Seminar on National Wages System, KSBSI.
- Stakeholder Meeting on Social Responsibilities, held by ADIDAS-SOLOMON.
- Industrial Relations Symposium for Academics.
- National Tripartite Workshop on Workplace Sexual Harassment.
- Roundtable for Senior Editor and Media Training for Journalist.
- Workshop on the Quality Improvement of Mediators held by Mediators Association of Depnakertrans.
- Workshop on Trade Union Role organized by Oil & Gas Trade Unions in Kalimantan.
- Workshop on Harmonious Industrial Relations at Enterprise Level held by FSP RTMM SPSI DKI Jakarta.
- Pre-trial Conciliation for Labour Judges.
- International Labour Standards for Labour Judges and Modern Labour Court Administration.
- Negotiating Productivity Workshop organized by AMCHAM / IBC.
- Workshop on Good Faith Bargaining organized by SPSI Banten.
- Technical workshop for Arbitrators.
- Technical Meeting on Employment Service and Labour Market Information.
- National Coordination Meeting of Labour Inspections.

The project produced a number of publications including the following:

1. A Guide on Salient Provisions of the Manpower Act
2. Two other guides on the Manpower Act
3. Collective Bargaining and Negotiation Skills: A Guide Book for Employers
4. Collective Bargaining and Negotiation Skills: A Guide Book for Trade Unions
5. Indonesianized and gender mainstreamed training materials on Collective Bargaining and Negotiation Skills for APINDO and Trade Unions (pipeline).
6. Workplace Bipartite Cooperation: A Resource Book
7. Poster on Workplace Bipartite Cooperation and
8. Brochure on Gender Equality through Collective Bargaining

Please refer to the quarterly technical and status progress reports for more information on project implementation and completion of activities.

III. PURPOSE OF EVALUATION

The purpose of the final evaluation is to:

- a) Determine if the project is achieving its stated objectives and explain why or why not.
- b) Evaluate long term benefits/impact accrued to target groups, implementation status, the likelihood of sustainability, project management and performance monitoring.
- c) Document best practices that could be used as models for activities in other projects.

A series of key evaluation issues will be addressed (see Section VI below).

In addition, the final evaluation should provide the project management team, ILO field and headquarter staff, project stakeholders, and the donor with the feedback and information needed to assess, policies, strategies, data collection methods, objectives, institutional arrangements, work plans, and resource allocation.

IV. EVALUATOR

An independent evaluator with specific skills in international project evaluation, familiar with international project implementation and labor relations, and preferably with experience in Indonesia or Southeast Asia will carry out the evaluation.

V. EVALUATION TEAM

The evaluation team will be comprised of: (i) an independent evaluator, (ii) one representative from the ILO DECLARATION. The independent evaluator will serve as the team leader of the evaluation team and the ILO DECLARATION will serve as resource observers.

The Team Leader is responsible for conducting the evaluation according to the terms of reference (TOR). He/she shall:

- Review the TOR and provide input, as necessary.
- Review project background materials (e.g., project document, progress reports).
- Review the evaluation questions and work with the donor and implementer to refine the questions, as necessary and to develop interview protocols.
- Develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions.
- Conduct a Team Planning Meeting (TPM) with USDOL and ILO prior to the evaluation mission.
- Prepare an initial draft of the evaluation report, circulate it to USDOL and ILO DECLARATION, and prepare final report.

The USDOL Project Manager is responsible for:

- Drafting the evaluation TOR;
- Finalizing the TOR with input from the ILO and the evaluator;
- Providing project background materials;
- Participating in the TPM prior to the evaluation mission;
- Assisting in the implementation of the evaluation methodology, as appropriate and as approved by the team leader (i.e., participate in interviews, observe committee meetings) and in such a way as to minimize bias in evaluation findings.
- Reviewing and providing comments of the evaluation report;¹⁷

¹⁷ It is important to review the draft based on the elements of the TOR and to ensure that the draft is factually accurate and structurally sound. The comments should not attempt to change the

ILO DECLARATION is responsible for:

- Reviewing and approving the TOR and providing input, as necessary;
- Providing project background materials;
- Reviewing the evaluation questions and working with the donor to refine the questions, as necessary;
- Participating in the TPM (by phone if necessary) prior to the evaluation mission;
- Scheduling all meetings;
- Assisting in the implementation of the evaluation methodology, as appropriate and as approved by the team leader (i.e., participate in interviews, observe committee meetings) and in such a way as to minimize bias in evaluation findings; and
- Reviewing and providing comments on the evaluation report.¹⁸

VI. KEY EVALUATION ISSUES

The Mid-Term Evaluation will examine the following:

1. Validity of the project strategy, objectives and assumptions

Were the project strategy, objectives and assumptions appropriate for achieving planned results? Why or why not?

Were the activities appropriately adapted for the needs of each of the project partners? Where appropriate, did they take into consideration or build upon existing donor, government, and private initiatives in the country?

Do the MOL/APINDO/unions/project advisory committee members understand the project's objectives and approach? Do they support the objectives?

1. Benefits/impact accrued to target groups including:
 - Needs assessments process and baseline survey reports and their use by the project and its stakeholders
 - Accomplishments and effectiveness of Project Advisory Board (PAB) in guiding project activities or resolving issues
 - Stakeholder understanding and capacity address social dialogue, labor reform and inspection issues
 - Quality and use of the materials developed by the project. (Training manuals, information/awareness raising brochures, posters, radio etc.)

findings, conclusions, and recommendations/lesson learned made by the evaluator in order to maintain the independence and objectivity of the evaluation report

¹⁸ It is important to review the draft based on the elements of the TOR and to ensure that the draft is factually accurate and structurally sound. The comments should not attempt to change the findings, conclusions, and recommendations/lesson learned made by the evaluator in order to maintain the independence and objectivity of the evaluation report

- Scope, content and effectiveness of trainings given to the labor inspectorate, ministry of labor representatives, employers' and union representatives, and others.

Describe any impacts that the project has had on the following:

3. Implementation status, specifically as concerns planned activities, materials, schedule and budget

To what extent have planned activities been implemented on time and within budget to the target audiences, in relation to the original project document and to subsequent work plan(s)? What obstacles were encountered? Were training programs, manuals and other project materials adapted to project needs and the country situation? Were they well received and well produced? Were they coordinated with other government, donor, or private sector activities where appropriate? Did they incorporate existing materials where appropriate?

4. Sustainability of project results

Does the project have a sustainability plan? If so, how was it developed? What project components or results appear likely to be sustained after the project and how and by whom?

5. Coordination with other projects

Evaluate the value of the project in the context of other industrial relations and labor-related activities in Indonesia. Has the project been able to link with other activities? Are there overlaps or duplication of effort?

6. Management performance by USDOL, ILO specifically as concerns project staffing and communications

How well does the project manage its personnel and communicate with stakeholders? Do partners feel the project meets their needs in terms of services and participation in project planning? Is staff time spent in the most effective and efficient manner to accomplish the project's objectives?

7. Effectiveness of project performance monitoring

What type of project performance monitoring system is used? What data is collected and how? Is the performance monitoring system practical, useful and cost effective for project management? Is there sufficient staff to collect the data and is the data reliable?

8. Assess level of stakeholder commitment to project (NGOs, the Indonesian government, APINDO, workers, ILO, US Embassy)

9. Assess whether the project addressed issues highlighted by the midterm assessment and followup assessment

What recommendations were implemented, what recommendations were not used? Why? How has the project been able to shift its priorities, if necessary?

VII. EVALUATION METHODOLOGY

Document Review. The evaluator will review the following documents before conducting any interviews or trips to the region.

- Project Document
- Quarterly reports
- Midterm Evaluation report
- Followup reports
- Reports from events
- Training Materials from the events
- Trip Reports
- Strategic Framework and PMP
- Work plans

Team Planning Meeting. The evaluator will have a Team Planning Meeting (TPM) via conference call with the USDOL/OFR project manager, OFR Evaluation Coordinator, ILO Geneva and Indonesia project staff. The objective of the TPM is to reach a common understanding among the evaluator, USDOL and project implementer regarding the status of the project, the priority evaluation questions, the available data sources and data collection instruments and an outline of the final evaluation report. The following topics will be covered: status of evaluation logistics, project background, key evaluation questions and priorities, data sources and data collection methods, roles and responsibilities of evaluation team, outline of the final report.

Individual Interviews. Individual interviews will be conducted with the following (final interview schedule will be developed by the evaluation team):

- a. USDOL Project Manager in Washington
- b. ILO Project Staff in Geneva via phone and in the region
- c. Selected individuals from the following groups:
 - Workers and employers who have participated in project activities
 - Employer groups, unions, that have received training or otherwise worked with the project.
 - Labor Ministry staff who have worked with the project
 - US Embassy

Field Visit. Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference. Interviews conducted at these sites will be carried out by the Team Leader who will determine if it is appropriate for other evaluation team members to be present..

Debrief in Field. The final day of the field visit, the evaluator will present preliminary findings to the ILO project staff in Indonesia and if time permits, a debriefing can be held for employer, government, and union representatives.

Post-Trip Meeting

Upon completion of the report, the evaluator will provide a debriefing to ILAB and ILO DECLARATION on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

VIII: DURATION AND MILESTONES OF EVALUATION

The following is a schedule of tasks and anticipated duration of each:

Tasks	Work Days	
Preparatory Research	3	Before trip
Field Research	10	
Travel days	3	
Draft Report	5	
Finalization of Document including debrief	3	
<hr/>		
	24	

IX: DELIVERABLES

A. Pre-Evaluation Trip meeting with USDOL/OFR project manager, OFR Evaluation Coordinator, ILO DECLARATION (via conference call), and evaluator to discuss roles, responsibilities, and TOR by 8 November

B. Interviews with Washington based staff prior to the field visit.

C. Draft Report will be submitted to the ILO and to USDOL and by 8 December

D. Post-Trip Debriefing with USDOL and ILO by 27 November

E. A Final Report, original plus 5 copies, will be submitted to ILO and subsequently forwarded to USDOL within three days after receiving final comments from USDOL and ILO. The final report should also be submitted to USDOL and ILO electronically by 22 December.

IX. REPORT

Before the end of the field visit, the evaluator, and ILO representative will consult and come to consensus on an outline of a draft report and will review key Findings and Conclusions.

The evaluator will complete a draft of the entire report following the outlines below. The final version of the report will follow the format below (page lengths by section illustrative only) and be no more than 20 pages in length, excluding the annexes:

1. Title page (1)
2. Table of Contents (1)
3. Executive Summary (2)

4. Acronyms (1)
5. Background and Project Description (1-2)
6. Purpose of Evaluation (1)
7. Evaluation Methodology (1)
8. Project Status (1-2)
9. Findings, Conclusions, and Recommendations (no more than 20 pages)
This section's content should be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated.

Annex

Terms of Reference

Project Documents

Strategic Framework

Project PMP

Project Workplan

Technical and Progress reports

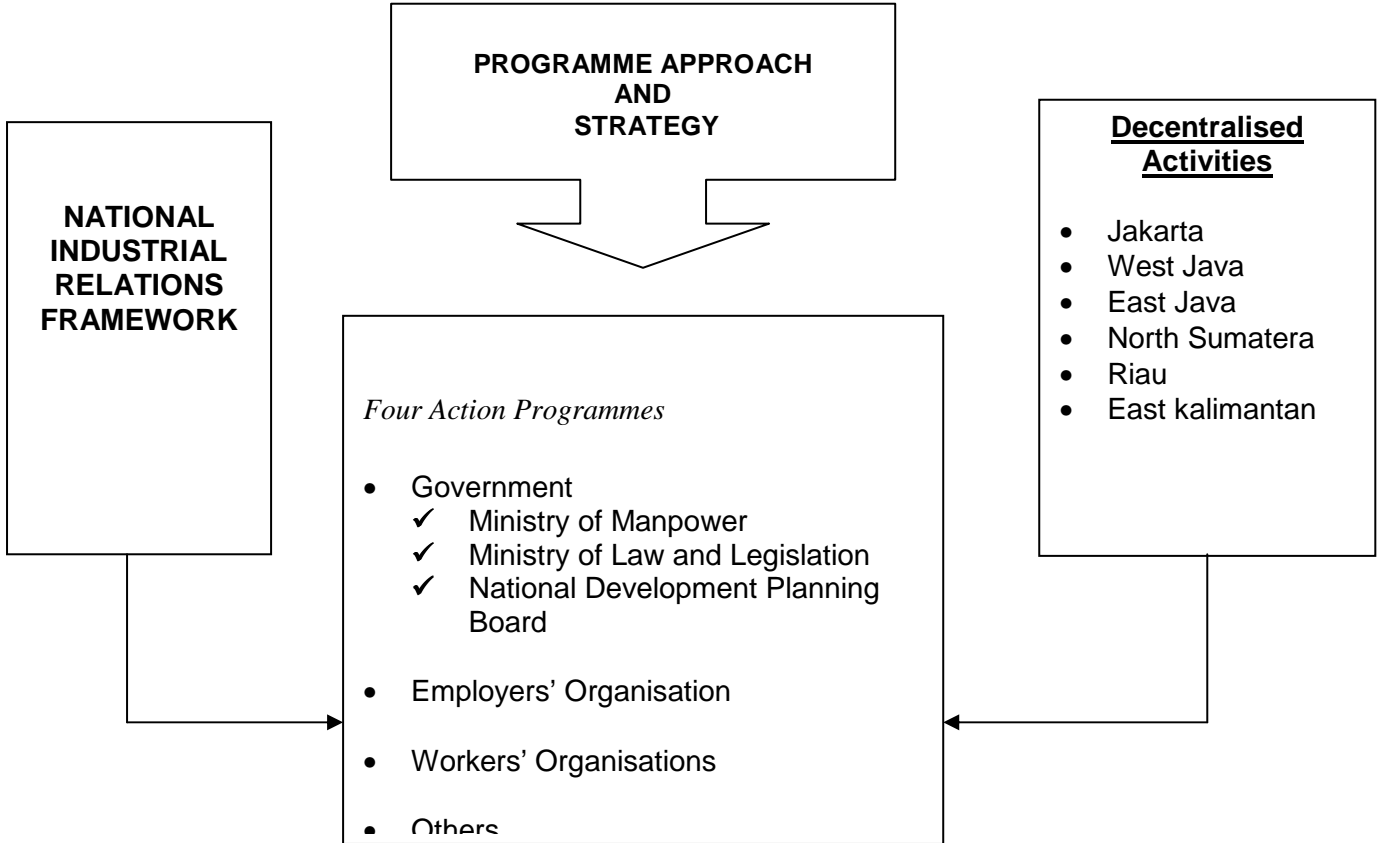
Midterm Evaluation report

List of Meetings and Interviews

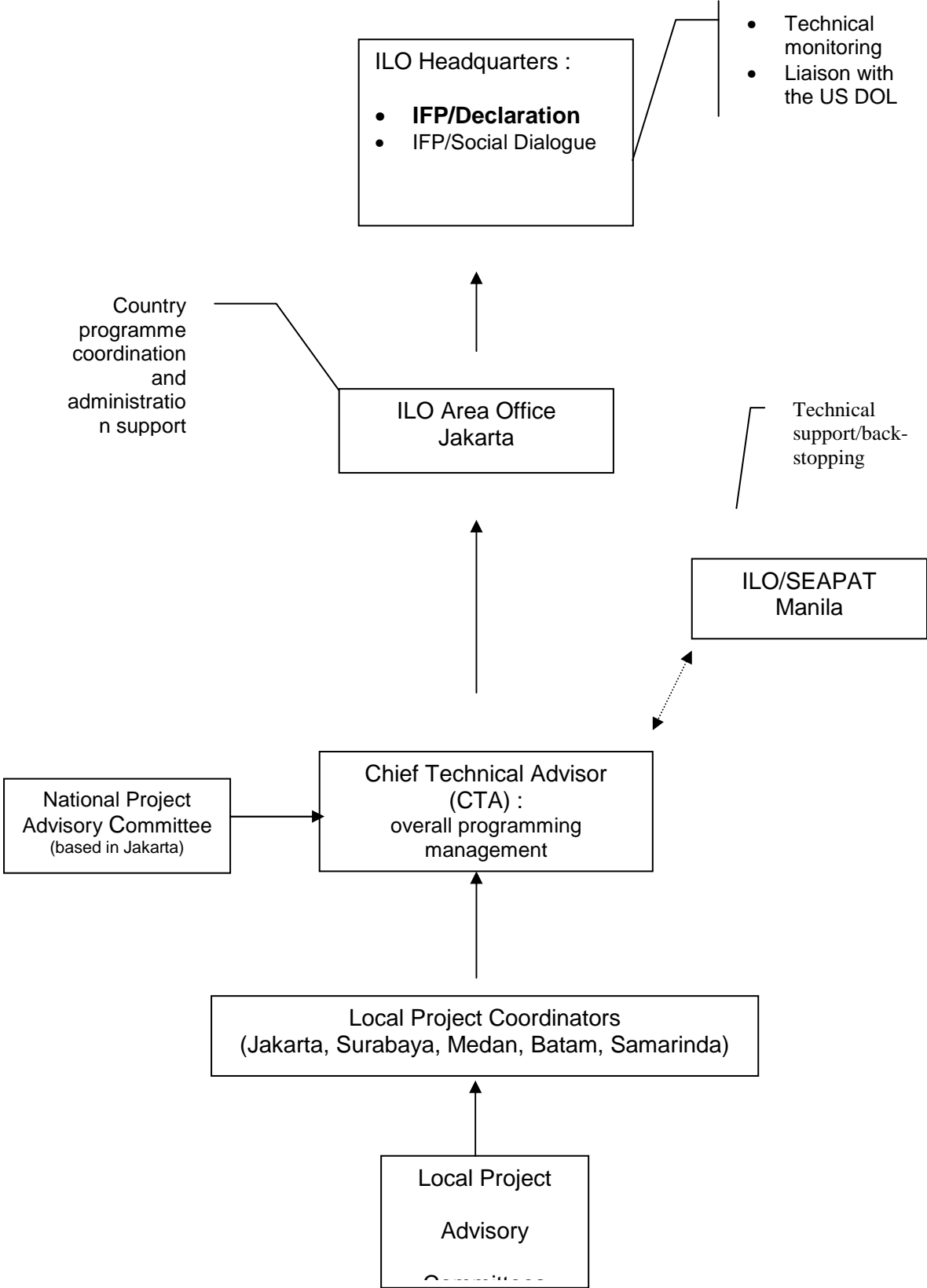
Evaluation Protocols

Other relevant documents

ANNEX TWO: STRATEGIC FRAMEWORK



Organigram of Institutional Arrangements and Programme Coordination



ANNEX THREE: PROJECT WORKPLAN

ANNEX FOUR: PERSONS INTERVIEWED BY THE EVALUATION TEAM

Monday, 13 November 2006

Meeting with ILO, Jakarta

- ❑ Mr Alan Boulton, Director, ILO Jakarta Office
- ❑ Mr Carmelo Noriel, Chief Technical Advisor
- ❑ Ms Lusiani Julia, National Project Coordinator
- ❑

Meeting with APINDO (Indonesian Employer Association), Jakarta

- ❑ Mr Djimanto, Secretary General
- ❑ Mr Hasanuddin Rachman, Chairman
- ❑ Mr Haryono Darudono, Chairman

Tuesday, 14 November 2006

Meeting with Directorate General of Industrial Relations and Social Security (DGIR&SS) of MOMT, Jakarta

- ❑ Mr Masri Hasyar, Secretary to DGIR&SS
- ❑ Mr Harry S, Head of Division of Legal and International cooperation of DGIR&SS
- ❑ Mr Agus Suharmanu, Director of Labour Regulation, Welfare and Discrimination Analysis
- ❑ Mr Iskandar, Director of Industrial Relations Institution and Socialization
- ❑ Mr Gandi Sugandi, Director of Industrial Relations Dispute Settlement
- ❑ Mrs Haiyani Rumondang, Division Head of Industrial Relations Institutions
- ❑ Mr Mustafa Kamal, Division Head of Social Security and Informal Sector Welfare

Meeting with Indonesia Metal Trade Union Federation (FSPMI), Jakarta

- ❑ Mr Thamrin Mosii, President of FSPMI/Vice Chairman of Indonesia Trade Union Congress (KSPI)
- ❑ Mr Azhar Habib, Vice Secretary General

Meeting with Secretariat General of MOMT, Jakarta

- ❑ Mr Harry Hariawan Saleh, Secretary General
- ❑ Mr Akhyar HZ, Division Head of Law and International Cooperation
- ❑ Mrs Erwina, Staff of Law and International cooperation Division
- ❑ Mrs Evi S, Staff of International Cooperation Bureau of MOMT

Wednesday, 15 November 2006

Meeting with Indonesian Labour Union Confederation (KSBSI), Jakarta

- ❑ Mr Rekson Silaban, President
- ❑ Mr Bismo Sanyoto, Program Office
- ❑ Mr Andy William Sinaga, Head of Advocacy

Meeting with All Indonesian Workers Confederation (KSPSI), Jakarta

- ❑ Mr Hikayat Atika Karwa, General Chairman
- ❑ Mr Helmy Salim, Secretary General to Textile Federation
- ❑ Mr Charles David, Chairman
- ❑ Mr Sarmin, Member

Meeting with Director General of Domestic Employment of MOMT, Jakarta

- Ms Myra Hanartani, Director General of Domestic Employment

Meeting with American Center for International Labor Solidarity (ACILS), Jakarta

- Mr Rudy Porter, Country Program Director

Thursday, 16 November 2006

Meeting with representatives of Britcham and MNC, Jakarta

- Mr Joseph Hwang, President Director OT Gykoko/Representative of Britcham
- Mr Michael Nicholson, HR Coordinator of Amcham/Britcham
- Mr Andi Zuchri, Compliance Officer of Nike Indonesia

Meeting with Selected Pilot companies on LMC, Jakarta

- Mrs Puspayudha Betharini, PT Propan Raya, Management Representative
- Mr Pudjianto, PT Propan Raya, Workers Representative
- Mr Karsono, PT Ricky Putra Globalindo, Management Representative
- Mr Iwan Sentosa, PT Ricky Putra Globalindo, Workers Representative

Meeting with Selected Graduates of Emerging Trade Union Leaders (ETUL) and Trade Unionist, Jakarta

- Mr Azhar Habib, ETUL Graduate from FSPMI
- Mr Iwan Novanto, ETUL Graduate from FSPMI
- Mr Roni Febrianto, ETUL Graduate from FSPMI
- Mr Surono, ETUL Graduate from FSPTSK (Textile Trade Union)
- Ms Peni Lestari, ETUL Graduate from FSPTSK (Textile Trade Union)
- Mr Eko Suparyanto, ETUL Graduate from FSPTSK (Textile Trade Union)
- Mr Andy William Sinaga, ETUL Graduate from KSBSI
- Mr Tri Endhi Budiono, Ad hoc Judge from KSPI (ITUC)
- Mr Rustamadji, member of KSBSI

Meeting with US Labour Attache, Jakarta

- Mr Stanley Harsha, Political Officer and Labour Attache

Friday, 17 November 2006

Meeting with Ad Hoc Judges, Bandung

- Mr Totoch Buchori, Employer Representative
- Mr Frans Keytimu Kangae, Employer Representative
- Mr Eka Wahyudi, Workers Representative

Meeting with APINDO, Bandung

- Mr Ari Hendarmin, Secretary General
- Mr Dedi Wijaya, Chairman
- Mr Kosim, Member
- Mr Rosyid, Member
- Ms Imas Dianasari, Member

Meeting with Local Manpower Office West Java Province, Bandung

- Maman Suherman, Labour Inspection
- Binton Silalahi, Industrial Relations

Meeting with Academics from University of Parahyangan

- ❑ Ms Triyana Iskandarsyah
- ❑ Mr Frans Mardi Hartanto
- ❑ Mr Sapta Dwi Kardana

Meeting with Trade Unions

- ❑ M Furqon, SPSI
- ❑ Baharuddin Simbolon, SBSI
- ❑ Syarifuddin, SPSI
- ❑ Iman F, SPSI
- ❑ L Sayutin, SPSI
- ❑ Toni Suryana, SPSI
- ❑ Harris, SBSI
- ❑ Lela Y, SPSI
- ❑ Rohman, SPMI
- ❑ A Patah, SPMI
- ❑ Sarkam, KSPI
- ❑ Caca Permana, SPMI

Meeting with Pilot Company in Textile Industry, PT Trisula Textile Industries, Cimahi

- ❑ Mr Ade Rogayat, Worker Representative
- ❑ Mr Adjat Sudrajat, Management Representative

Monday, 20 November 2006

Meeting with APINDO, Trade Union, and Local Manpower Officials of East Kalimantan Province, Balikpapan

- ❑ Y M Sri Kusminingsih, APINDO West Kalimantan (Banjarmasin)
- ❑ Nella Fernandez, APINDO East Kalimantan (Balikpapan)
- ❑ Kaman Amiratmanu, APINDO East Kalimantan (Samarinda)
- ❑ M Slamet BS, APINDO East Kalimantan (Balikpapan)
- ❑ Denny Hadi, APINDO East Kalimantan (Balikpapan)
- ❑ Pithiri Lari, SBSI East Kalimantan (Samarinda)
- ❑ Suryani, SBSI East Kalimantan (Samarinda)
- ❑ S Sinaga, Vice Head of Local Manpower Office of East Kalimantan (Samarinda)

Tuesday, 21 November 2006

Debriefing with ILO Jakarta and Project (Mr Alan Boulton and Mr Carmelo Noriel)

ANNEX FIVE: DIRECT BENEFICIARIES FROM THE PROJECT

**DIRECT BENEFICIARIES
ILO/USA DECLARATION PROJECT ACTIVITIES
2001 - 2006 (As of 6 November 2006)**

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
1	Launching the Declaration Project on IR in Indonesia (Phase I)	National	1/05/2001	Jakarta	35	15	25	5	28	12	23	17	160
2	Tripartite Closed Door Session on FOA AND CB	National	2/05/2001	Jakarta	18	8	8	2	8	3	8	5	60
3	Launching of Global Report and Major Labour Laws of Indonesia	National	26/05/2004	Jakarta	10	5	30	15	10	5	15	10	100
4	National Tripartite Summit on IR Priorities and Bipartite Awards	National	19/01/2005	Jakarta	36	25	45	20	40	35	57	27	285
5	Launching of Industrial Relations Court	National	14/01/2006	Padang	80	40	20	10	20	10	15	5	200
Sub Total					179	93	128	52	106	65	118	64	805
LABOUR INSPECTION													
6	Introductory Workshop on Effective Labour Inspection	National	13-14 Dec-01	Jakarta	29	2	0	0	0	0	0	0	31
7	National Meeting on National Labour Inspection	National	1-3 April-02	Bali	19	0	7	1	6	4	0	0	37
8	Two-day National WS on Labour Inspection	National	15-16 July 02	Jakarta	19	7	0	0	0	0	0	0	26
9	Three-day TOT on Labour Inspection	Provincial	8-10 April-02	Batam	15	5	0	0	0	0	0	0	20
10	Two-day Workshop on Labour Inspection	Provincial	9-10 July 02	Puncak	23	13	0	0	0	0	0	0	36
11	Two-day Workshop on Labour Inspection	Provincial	12-13 July 02	Bandung	18	10	0	0	0	0	0	0	28
12	Two-day Workshop on Labour Inspection	Provincial	20-21 July 02	Jayapura	28	2	0	0	0	0	0	0	30
13	Two-day Workshop on Labour Inspection	Provincial	22 - 23 July 02	Balikpapan	26	3	0	0	0	0	0	0	29
14	Two-day Workshop on Labour Inspection	Provincial	25 - 26 July 02	Medan	27	4	0	0	0	0	0	0	31
Sub Total					204	46	7	1	6	4	0	0	268
LABOUR ADMINISTRATION													
15	Two-day workshop on the	National	4-5 December	Jakarta	24	7	0	0	0	0	0	0	31

	Labour Administration		01										
16	One-day Tripartite Seminar on Labour Administration	National	26/05/2005	Jakarta	14	7	10	4	5	2	0	0	42
17	One-day meeting on labour administration	National	06/02/2006	Jakarta	25	20	0	0	0	0	0	0	45
18	Labour Administration Assessment	National	3 - 12 April 2006	Jkt, Btn, Bali	35	20	3	2	2	0	0	0	62
19	One-day seminar on labour administration in Aceh and Nias	Provincial	05/07/2006	B.Aceh	24	8	0	0	0	0	0	0	32
20	Three-day seminar on labour administration assessment report	National	25-27 Sept 06	Jakarta	30	40	0	0	0	0	0	0	70
	Sub Total				122	62	13	6	7	2	0	0	212

IMPLEMENTATION OF TRADE UNION ACT

21	Development of User Guide on the Trade Union Act	National	Jul-01	Sukabumi	22	8	0	0	0	0	0	0	30
22	Two-day workshop on the Effective Implementation of TU ACT	National	Aug-01	Puncak	16	3	6	1	5	0	0	0	31
23	Two-day workshop on the Effective Implementation of TU ACT	Provincial	19-20 Oct 01	Surabaya	20	4	15	0	5	0	0	0	44
24	Two-day workshop on the Effective Implementation of TU ACT	Provincial	13-14 Nov01	Batam	13	4	6	1	11	1	0	0	36
25	Two-day workshop on the Effective Implementation of TU ACT	Provincial	15-16 Nov 01	Medan	16	1	12	0	8	0	0	0	37
26	Two-day workshop on the Effective Implementation of TU ACT	Provincial	28-29 Nov 01	Bandung	21	7	3	1	0	0	0	0	32
	Sub Total				108	27	42	3	29	1	0	0	210

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
CONCILIATION AND MEDIATION													
27	Two-day National Tripartite Meeting on Conciliation and Mediation	National	10-11 April 02	Purwakarta	24	2	6	0	5	1	0	0	38
28	Two-day National Training on Conciliation and Mediation	National	15 - 17 April 02	Anyer	17	11	0	0	0	0	0	0	28
29	Two-day National Tripartite Meeting on Conciliation and Mediation	National	21-23 May 02	Jakarta	26	2	4	1	2	2	0	0	37

30	Two-day Provincial Workshop on Conciliation and Mediation	Provincial	27 - 29 May 02	Surabaya	20	13	0	0	0	0	0	0	33
31	Two-day National Training Workshops on Conciliation and Mediation	National	6 - 7 August 02	Jakarta	19	7	0	0	0	0	0	0	26
32	Two-day National Tripartite Meeting on Conciliation and Mediation	National	8-9 August 02	Jakarta	21	17	0	0	0	0	0	0	38
33	Two-day Provincial Workshop on Conciliation and Mediation	Provincial	12 - 13 August 02	Batam	26	7	0	0	0	0	0	0	33
34	Two-day Provincial Workshop on Conciliation and Mediation	Provincial	15 - 16 August 02	Medan	29	6	0	0	0	0	0	0	35
35	Two-day TOT on Conciliation and Mediation	National	1-2 August 02	Jakarta	78	22	0	0	0	0	0	0	100
36	Two-day workshop on Enhancing Mediation Skills	National	17-18 May 05	Jakarta	29	14	0	0	0	0	0	0	43
37	Two-day workshop on Enhancing Mediation Skills	National	19-20 May 05	Jakarta	30	16	0	0	0	0	0	0	46
38	Three-day workshop on mediation and conciliation	National	8-10 August 06	Jakarta	14	7	7	2	4	3	0	0	37
39	Three-day workshop on mediation and conciliation	National	14-16 August 06	Batam	12	6	12	5	2	1	0	0	38
Sub Total					345	130	29	8	13	7	0	0	532

INTERNATIONAL LABOUR STANDARDS

40	Three-day National Training on ILS and Globalisation	National	22-24 April 02	Puncak	4	2	2	1	3	2	8	0	22
41	Three-day National Training on ILS and Emerging Issues	National	29 Apr - 1 May 02	Jakarta	0	0	0	0	17	7	0	0	24
42	Two-day seminar on IR, Tripartism and FOA & CB	National	22-24 May 02	Jakarta	21	5	6	5	2	1	0	0	40
43	Two-day Workshop on the Application of the Fundamental Principles and	Provincial	23-24 May 02	T. Pinang	25	2	10	1	1	1	0	0	40
Sub Total					50	9	18	7	23	11	8	0	126

COLLECTIVE BARGAINING AND NEGOTIATION SKILLS FOR APINDO

44	Three-day National TOT on CB and NS for APINDO Officials	National	29-31 May 02	Puncak	0	0	0	0	18	5	0	0	23
45	Three-day National TOT on CB and NS for APINDO Officials	National	24-26 June 02	Jogjakarta	0	0	0	0	12	4	0	0	16

46	Three-day Provincial TOT on CB and NS for APINDO Officials	Provincial	27 Jun - 01 July 02	Surabaya	0	0	0	0	23	7	0	0	30
47	Three-day Provincial TOT on CB and NS for APINDO Officials in Riau and Batam	Provincial	3 -5 July 02	PekanBaru	0	0	0	0	18	6	0	0	24
48	Three-day Provincial TOT on CB and NS for APINDO Officials in N. Sumatera	Provincial	6-8 July 02	Medan	0	0	0	0	27	4	0	0	31
49	Three-day Provincial TOT on CB and NS for APINDO Officials in West Java	Provincial	12 - 14 July 02	Bandung	0	0	0	0	24	10	0	0	34
50	Three-day Provincial TOT on CB and NS for APINDO Officials in Jakarta and Banten	Provincial	16 - 19 July 02	Puncak	0	0	0	0	24	5	0	0	29

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
51	Three-day Provincial TOT on CB and NS for APINDO Officials in East Kalimantan	Provincial	21 - 24 July 02	Balikpapan	0	0	0	0	21	2	0	0	23
52	One-day workshop on CB and NS organised by APINDO DPD West Java	Provincial	4-Jun-02	Bandung	0	0	0	0	60	10	0	0	70
Sub Total					0	0	0	0	227	53	0	0	280

IR-HRM for APINDO

53	Three-day National TOT on IR-HRM	National	9-11 April 02	Puncak	0	0	0	0	25	6	0	0	31
54	Three-day Training Workshop on IR-HRM for APINDO National Officials	Provincial	15 - 17 April 02	Anyer	0	0	0	0	19	5	0	0	24
55	Three-day Training Workshop on IR-HRM for APINDO Officials in N. Sumatera	Provincial	10-11 May 02	Medan	0	0	0	0	26	8	0	0	34
56	Three-day Training Workshop on IR-HRM for APINDO Officials in East Java	Provincial	16-17 May 02	Surabaya	0	0	0	0	22	8	0	0	30
57	Three-day Training Workshop on IR-HRM for APINDO Officials in N. Sumatera	Provincial	1-2 July 02	Medan	0	0	0	0	21	5	0	0	26
58	Three-day Training	Provincial	4-5 July 02	Surabaya	0	0	0	0	30	6	0	0	36

	Workshop on IR-HRM for APINDO Officials in East Java												
59	Three-day Training Workshop on IR-HRM for APINDO Officials in Jakarta and Banten	Provincial	15-17 October 02	Bogor	0	0	0	0	21	10	0	0	31
	Sub Total				0	0	0	0	164	48	0	0	212
DATABASE AND INFORMATION SYSTEM FOR APINDO													
60	Five-day Training Database and Information System	National	2-6 April 02	Puncak	0	0	0	0	6	8	0	0	14
61	Five-day Training Database and Information System	National	27-31 May 02	Cikampek	0	0	0	0	5	18	0	0	23
62	Five-day Training Database and Information System	National	29 Jul - 2 Agst 02	Medan	0	0	0	0	13	16	0	0	29
	Sub Total				0	0	0	0	24	42	0	0	66
GENDER EQUALITY AND COLLECTIVE BARGAINING													
63	Two-day National Tripartite Workshops on Gender Equality and Collective Bargaining	National	29 - 30 July 02	Jakarta	1	6	3	3	0	10	0	2	25
64	Two-day National Tripartite Workshops on Gender Equality and Collective Bargaining	National	17-18 Feb 03	Jakarta	4	13	0	5	2	2	0	0	26
65	Four Day National Tripartite TOT on Gender Equality though Collective Bargaining	National	21 - 24 Aug 03	Jakarta	4	4	6	7	6	5	0	0	32
66	Two-day National Tripartite Workshops on Gender Equality and Collective Bargaining	National	1 - 2 August 02	Jakarta	9	5	2	9	2	10	0	3	40
67	Two-day Workshop on Gender Equality and Collective Bargaining	Provincial	17-18 February 03	Jakarta	7	16	0	11	5	9	0	0	48
68	Two-day Workshop on Gender Equality and Collective Bargaining	Provincial	20 - 21 February 03	Surabaya	5	9	8	4	3	10	0	0	39
69	Two-day workshop on collective bargaining onn gender promotion and	Provincial	27-28 July 05	U.Pandang	6	4	18	11	15	8	0	0	62
70	HIV/AIDS awareness raising One-day workshop on Good Faith	Provincial	7-Feb-06	Jakarta	4	2	20	7	17	9	3	2	64

	Bargaining													
71	One-day workshop on Good Faith Bargaining	Provincial	9-Feb-06	Balikpapan	5	3	18	8	11	4	0	0	49	
	Sub Total				30	53	19	39	18	46	0	5	210	

TRADE UNION STRUCTURE AND MANAGEMENT

72	Four-day TOT on Structure, Function, Service and Management of TU	National	6-9 May 02	Purwakarta	0	0	18	5	0	0	0	0	23
73	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	13-15 May 02	Batam	0	0	17	2	0	0	0	0	19
74	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	27-29 May 02	Surabaya	0	0	16	3	0	0	0	0	19

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
75	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	27-29 May 02	Samarinda	0	0	21	2	0	0	0	0	23
76	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	20-22 May 02	Medan	0	0	14	5	0	0	0	0	19
77	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	20-22 May 02	Surabaya	0	0	17	3	0	0	0	0	20
78	Two-day WS on Structure, Function, Service and Management of TU	Provincial	23-24 May 02	Surabaya	0	0	24	13	0	0	0	0	37
79	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	3-5 June 02	Puncak	0	0	13	5	0	0	0	0	18
80	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	3-5 June 02	Anyer	0	0	18	2	0	0	0	0	20
81	Two-day WS on Structure, Function, Service and Management of TU	Provincial	16-17 May 02	Batam	0	0	33	6	0	0	0	0	39
82	Two-day WS on Structure, Function, Service and Management of TU	Provincial	30-31 May 02	Surabaya	0	0	21	13	0	0	0	0	34
83	Two-day WS on Structure, Function, Service	Provincial	30-31 May 02	Samarinda	0	0	32	7	0	0	0	0	39

	and Management of TU												
84	Two-day TOT on Structure, Function, Service and Management of TU	Provincial	20-22 May 02	Bandung	0	0	17	3	0	0	0	0	20
85	Two-day WS on Structure, Function, Service and Management of TU	Provincial	23-24 May 02	Medan	0	0	25	9	0	0	0	0	34
86	Two-day WS on Structure, Function, Service and Management of TU	Provincial	23-24 May 02	Bandung	0	0	31	5	0	0	0	0	36
87	Two-day WS on Structure, Function, Service and Management of TU	Provincial	10-14 June 02	Puncak	0	0	24	10	0	0	0	0	34
88	Five-day WS on Structure, Function, Service and Management of TU	Provincial	3-7 June 02	Anyer	0	0	27	10	0	0	0	0	37
89	Five-day Evaluation and Adult Teaching Methods on S, F, S and M TU	National	1-5 July 02	Puncak	0	0	19	7	0	0	0	0	26
90	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	8-10 July 02	Batam	0	0	33	11	0	0	0	0	44
91	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	12-14 July 02	Surabaya	0	0	25	20	0	0	0	0	45
92	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	8-10 July 02	Balikpapan	0	0	35	11	0	0	0	0	46
93	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	12-14 July 02	Medan	0	0	31	8	0	0	0	0	39
94	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	16-18 July 02	Bandung	0	0	20	17	0	0	0	0	37
95	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	20-22 July 02	Puncak	0	0	34	3	0	0	0	0	37
96	Three-day TOT on Structure, Function, Service and Management of TU	Provincial	16-18 July 02	Anyer	0	0	33	5	0	0	0	0	38
	Sub Total				0	0	598	185	0	0	0	0	783
TRADE UNION PUBLICITY													
97	Five-day TOT on Trade Union Publicity and Promotional	National	22-26 April 02	Jakarta	0	0	17	3	0	0	0	0	20

	Materials												
98	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	6-8 May 02	Bandung	0	0	13	6	0	0	0	0	19
99	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	13-15 May 02	Surabaya	0	0	16	5	0	0	0	0	21
100	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	20-22 May 02	Medan	0	0	15	4	0	0	0	0	19
101	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	15-17 July 02	Batam	0	0	17	2	0	0	0	0	19
102	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	15-17 July 02	Balikpapan	0	0	20	1	0	0	0	0	21

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
103	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	22-24 July 02	Batam	0	0	2	17	0	0	0	0	19
104	Three-day TOT on Trade Union Publicity and Promotional Materials	Provincial	29-31 July 02	Anyer	0	0	16	5	0	0	0	0	21
Sub Total					0	0	116	43	0	0	0	0	159

COLLECTIVE BARGAINING AND NEGOTIATION SKILLS FOR TRADE UNIONS

105	Four-day TOT on Collective Bargaining and Negotiation Skills	National	26 Feb-1 March 02	Puncak	0	0	21	3	0	0	0	0	24
106	Three-day TOT on Collective Bargaining and Negotiation Skills	Provincial	11-14 March 02	Batam	0	0	19	2	0	0	0	0	21
107	Three-day TOT on Collective Bargaining and Negotiation Skills	Provincial	18-21 March 02	Medan	0	0	16	5	0	0	0	0	21
108	Three-day TOT on Collective Bargaining and Negotiation Skills	Provincial	25-27 March 02	Surabaya	0	0	11	6	0	0	0	0	17
109	Six-day TOT on Collective Bargaining and Negotiation Skills	Provincial	8-13 April 02	Bandung	0	0	16	4	0	0	0	0	20
110	Three-day TOT on Collective Bargaining and Negotiation Skills	Provincial	15-18 April 02	Samarinda	0	0	17	2	0	0	0	0	19
111	Three-day TOT on Collective Bargaining and	Provincial	29 Apr-2 May 02	Anyer	0	0	20	3	0	0	0	0	23

	Negotiation Skills												
112	Six-day TOT on Collective Bargaining and Negotiation Skills	Provincial	6-11 May 02	Purwakarta	0	0	21	5	0	0	0	0	26
113	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	15-16 March 02	Batam	0	0	34	6	0	0	0	0	40
114	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	22-23 March 02	Medan	0	0	32	8	0	0	0	0	40
115	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	27-28 March 02	Surabaya	0	0	29	7	0	0	0	0	36
116	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	12-13 April 02	Bandung	0	0	32	8	0	0	0	0	40
117	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	19-20 April 02	Samarinda	0	0	36	2	0	0	0	0	38
118	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	3-4 May 02	Anyer	0	0	29	2	0	0	0	0	31
119	Two-day WS on Collective Bargaining and Negotiation Skills	Provincial	10-11 May 02	Puncak	0	0	26	8	0	0	0	0	34
120	Three-day Advanced TOT on Collective Bargaining and Negotiation Skills	National	15-17 July 02	Puncak	0	0	3	20	0	0	0	0	23
121	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	29-31 July-02	Pekanbaru	0	0	38	8	0	0	0	0	46
122	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	24-26 July02	Medan	0	0	29	13	0	0	0	0	42
123	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	20-22 July 02	Surabaya	0	0	43	9	0	0	0	0	52
124	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	Jul-02	Bandung	0	0	33	8	0	0	0	0	41
125	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	2-4 August-02	Balikpapan	0	0	30	10	0	0	0	0	40
126	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	Aug-02	Samarinda	0	0	30	8	0	0	0	0	38
127	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	6-8 August 02	Puncak	0	0	44	10	0	0	0	0	54
128	Three-day WS on Collective Bargaining and Negotiation Skills	Provincial	10-12 August 02	Jakarta	0	0	42	4	0	0	0	0	46
129	Three-day WS on Collective Bargaining and	Provincial	14-16 August 02	Jakarta	0	0	30	10	0	0	0	0	40

	Negotiation Skills												
	Sub Total				0	0	681	171	0	0	0	0	852

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
EMERGING TRADE UNION LEADERS COURSE													
130	Emerging Trade Union Leaders Course	National	March-Dec 02	Indonesia	0	0	15	10	0	0	0	0	25
131	ETUL "Graduation Ceremony"	National	19-Dec-02	Jakarta	3	2	5	0	25	8	15	9	67
132	Trade Union Leadership Training	National	21-23 April 05	Bali	0	0	30	7	0	0	0	0	37
	Sub Total				3	2	50	17	25	8	15	9	129

BIPARTISM and WORKPLACE LABOUR MANAGEMENT COOPERATION													
133	Three-day Workshop on Bipartite Cooperation and Quality Management	Provincial	6-8 May 02	Medan	0	0	9	1	9	1	0	0	20
134	Three-day Workshop on Bipartite Cooperation and Quality Management	Provincial	13-15 May 02	Surabaya	0	0	9	0	9	0	0	0	18
135	Three-day Workshop on Bipartite Cooperation and Quality Management	Provincial	20-22 June 02	Jakarta	0	0	8	0	9	3	0	0	20
136	Three-day Workshop on Evaluation of Bipartite Cooperation and Quality Management	Provincial		Surabaya	0	0	9	1	9	1	0	0	20
137	Three-day Workshop on Evaluation of Bipartite Cooperation and Quality Management	Provincial	21 - 22 October 02	Batam	0	0	5	0	7	0	0	0	12
138	Three-day Workshop on Evaluation of Bipartite Cooperation and Quality Management	Provincial	28-29 October 02	Jakarta	0	0	9	0	9	3	0	0	21
139	Two-day Workshop on Bipartite Institutions and Workplace Cooperation	Provincial	17 - 18 March 03	Surabaya	0	0	15	4	4	17	0	0	40
140	Two-day Workshop on Bipartite	Provincial	20 - 21 March 03	Medan	0	0	2	15	1	18	0	0	36

	Institutions and Workplace Cooperation												
141	Two-day Workshop on Bipartite Institutions and Workplace Cooperation	Provincial	24 - 25 March 03	Bandung	0	0	22	2	16	1	0	0	41
142	Two-day Workshop on Bipartite Institutions and Workplace Cooperation	Provincial	27 - 28 March 03	Jakarta	0	0	0	12	8	6	0	0	26
143	High Level Forum on Bipartite Institutions and Labour Management Cooperation	National	1-Apr-03	Jakarta	15	9	10	1	31	12	21	18	117
144	Two-day Workshop on Bipartite Institutions and Workplace Cooperation	Provincial	6-7 October 03	Jakarta	0	0	12	4	10	4	0	0	30
145	Two-day Workshop on Bipartite Institutions and Workplace Cooperation	Provincial	9-10 October 03	Surabaya	0	0	11	3	12	1	0	0	27
146	Two-day Workshop on Bipartite Institutions and Workplace Cooperation	Provincial	13-14 October 03	Medan	0	0	8	0	7	1	0	0	16
147	Two-day Evaluation Workshop on Workplace Bipartite Cooperation	Provincial	13-14 April-04	Jakarta	0	2	12	2	10	5	0	0	31
148	Two-day Evaluation Workshop on Workplace Bipartite Cooperation	Provincial	16-17 April-04	Surabaya	0	0	14	0	10	4	0	0	28
149	Two-day Evaluation Workshop on Workplace Bipartite Cooperation	Provincial	19-20 April-04	Medan	4	0	7	0	1	7	0	0	19
150	Two-day Training on trainers on Workplace Bipartite Cooperation	National	21-22 April-04	Jakarta	1	1	0	7	18	12	0	0	39
151	Two-day workshop on workplace labour management cooperation	National	27-28 May 05	Jakarta	10	1	26	3	10	7	0	1	58
152	Two-day workshop on enhancing labour management cooperation	National	21-22 March 06	Jakarta	0	0	2	5	4	6	0	0	17
153	One-day workshop on productive and	National	2-May-06	Jakarta	6	3	11	4	9	5	1	1	40

	decent workplace												
154	One-day workshop on productive and decent workplace	National	4-May-06	Jakarta	7	3	14	6	6	5	0	0	41
	Sub Total				43	19	215	70	209	119	22	20	717

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
IMPLEMENTATION OF MANPOWER ACT NO.13 OF 2003													
155	Three-day Workshop for Development of Manual on Manpower Act	National	1-Apr	Puncak	30	5	0	0	0	0	0	0	35
156	Two-day Workshop on Manpower Act for Depnakertrans & Disnakertrans	Nat + Prov.	21-22 May 03	Jakarta	43	13	0	0	0	0	0	0	56
157	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	9-Jun-03	Jakarta	46	8	0	0	0	0	0	0	54
158	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	2-Jun-03	Pekan Baru	48	12	0	0	0	0	0	0	60
159	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	4-Jun-03	Medan	48	12	0	0	0	0	0	0	60
160	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	18-Jun-03	Semarang	48	12	0	0	0	0	0	0	60
161	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	24-Jun-03	Balikpapan	48	15	0	0	0	0	0	0	63
162	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	26-Jun-03	Pontianak	45	14	0	0	0	0	0	0	59
163	One-day Workshop on Manpower Act for Disnakertrans Officials	Provincial	4-Jun-03	Bandung	100	50	0	0	0	0	0	0	150
164	One-day workshop on Workplace Sexual Harassment	National	24-Aug-04	Jakarta	10	16	5	15	10	15	4	7	82
165	One-day seminar on Social Dialogue	National	25-May-05	Jakarta	8	6	9	7	6	5	0	0	41
166	One-day seminar on Labour Study and Research	Provincial	23-Mar-06	Jakarta	2	2	5	3	3	1	16	9	41
167	One-day seminar on wages for national wages	National	24-Apr-06	Jakarta	8	3	5	1	3	2	3	1	26

	council													
168	One-day seminar on Minimum wages	National	25-Apr-06	Jakarta	8	4	18	6	14	5	5	2	62	
169	One-day seminar on Minimum wages	Provincial	27-Apr-06	Surabaya	9	6	19	7	15	7	2	0	65	
170	One-day seminar on food at work	Provincial	5-May-06	Jakarta	2	0	8	1	3	0	5	0	19	
171	One-day seminar on outsourcing	National	9-May-06	Jakarta	8	6	24	8	14	5	12	6	83	
172	One-day seminar on Industrial Relations in Aceh and Nias	Provincial	6-Jul-06	B.Aceh	18	6	14	3	7	5	0	0	53	
	Sub Total				529	190	107	51	75	45	47	25	1069	
TRIPARTITE TRAINING OF TRAINERS ON COLLECTIVE BARGAINING AND NEGOTIATION SKILLS														
173	Nine-day Tripartite ToT on Collective Bargaining & Negotiation Skills	National	25/7-10/8 2003	Jakarta	12	3	11	3	2	4	0	0	35	
174	Three-day Tripartite ToT on Collective Bargaining & Negotiation Skills	National	1-3 Aug 03	Jakarta	2	1	12	5	8	5	0	0	33	
175	Four-day Tripartite TOT on Gender Equality and Negotiation Skills	National	19-22 Jan 04	Jakarta	0	2	0	16	0	20	0	0	38	
176	Two-day Workshop on Joint Problem Solving and Interest Based Bargaining	National	25-26 May 05	Jakarta	5	3	19	5	11	4	0	0	47	
	Sub Total				19	9	42	29	21	33	0	0	153	
IMPLEMENTATION OF DISPUTE SETTLEMENT ACT NO.2 OF 2004														
177	Pre-trial Conciliation for Labor Judges Workshop	National	17-19 March 05	Jakarta	5	5	15	0	9	3	11	1	49	
178	Pre-trial Conciliation for Labor Judges Workshop	National	21-23 March 05	Yogyakarta	6	10	11	1	7	1	9	1	46	
179	Three-day training on ILS and Modern Labour court Administration	Int'l	23-25 August 05	Jakarta	0	0	18	1	15	1	0	0	35	
180	Three-day training on International Labour Law and National Judicial Practices in Indonesia	National	9 - 11 November 05	Bandung	4	2	16	3	12	2	0	0	39	
181	Three-day training on International Labour Law and National Judicial Practices in Indonesia	National	15-17 November 05	Jakarta	6	1	19	3	17	1	2	1	50	
182	Tripartite meeting on the prevention and settlement of labour disputes	National	12-Oct-05	Jakarta	8	4	14	7	6	4	0	0	43	
183	International Labour Law and National Judicial	National	12-14 Oct 06	Jakarta	2	0	20	1	12	2	0	0	37	

	Practice workshop												
184	International Labour Law and National Judicial Practice workshop	National	16-17 Oct 06	batam	1	0	21	0	15	3	0	0	40
	Sub Total				29	22	93	15	66	12	22	3	262

SUPPORT ACTIVITIES

Initiated by Workers/Trade Union

1	Presentation on Training of Trainers of KSBSI on Network and Advocacy	National	28-Aug-03	Tangerang	0	0	25	5	0	0	0	0	30
2	Presentation on Leadership training for Trade Union Official of SP-BUMN	National	3-Sep-03	Jakarta	0	0	25	5	0	0	0	0	30
3	Presentation on Labour Policy Seminar held by SPSI and YUSTEK	Provincial	20-Sep-03	Puncak	0	0	100	20	0	0	0	0	120
4	Presentation on Women Leadership Training held by SBSI	Provincial	17-Oct-03	Tangerang	0	0	5	25	0	0	0	0	30
5	Presentation on Seminar of International Institute of Worker's Education	Int'l	22-Oct-03	Jakarta	0	0	9	6	0	0	0	0	15
	on Reinforcing the Capacity of Trade Union to engage in Social Dialogue												
6	Presentation on Workshop on National Wages held by SBSI	National	12-Nov-03	Jakarta	0	0	30	5	0	0	0	0	35

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
7	Support Workshop on Collective Bargaining for SP-LEM affiliates with KSPSI	Provincial	13-15 Nov 03	Surabaya	0	0	20	6	0	0	0	0	26
8	Support Workshop on Workers' Rights of PSI	National	20-22 Nov 03	Jakarta	0	0	16	6	0	0	0	0	22
9	Presentation on Prospects of Labour Movement in Indonesia held by FSPMI	Provincial	13-Dec-03	Jakarta	0	0	25	100	0	0	0	0	125
10	Presentation on Labour Movement held by SBSI	National	24-25 Jan 04	Medan	0	0	0	0	20	40	0	0	60
11	Presentation on Training on Collective Bargaining held by PT Mc.Film Ind	Provincial	27-Jan-04	Banten	0	0	0	0	7	13	0	0	20

12	Presentation on Labour Movement held by CUEPACS	Int'l	29-Jan-04	Jakarta	0	0	0	0	17	30	0	0	47
13	Support workshop on Collective Bargaining held by KSBSI	Provincial	13-14 Feb 04	P.Siantar	0	0	0	0	50	30	0	0	80
14	Project introduction by SBSI Representative at Simalungun Univ.	Provincial	5-Mar-04	P.Siantar	0	0	0	0	0	0	400	100	500
15	Presentation on Seminar on Dispute Settlement Under the Labour	Provincial	11-Mar-04	Anyer	6	2	67	0	65	0	0	0	140
	Law Reform Program Held By SPSI												
16	Presentation on Trade Union's Role held by Oil & Gas Trade Union	Provincial	20-21 May-04	Balikpapan	0	0	60	10	0	0	0	0	70
17	Presentation on Creating Harmonious Industrial Relations at Enterprise Level	Provincial	5-Jun-04	Puncak	0	0	63	7	0	0	0	0	70
	held by SPSI-RTMM Jakarta												
18	Presentation on ILO Convention No.81 on Labour Inspection held by	Provincial	9-Jun-04	Jakarta	0	0	25	25	0	0	0	0	50
	GSBM (Federation of Independent Trade Union)												
19	Presentation on Dispute Settlement Act and Good Faith Bargaining held by	Provincial	19-Jun-04	Anyer	0	0	39	6	0	0	0	0	45
	FSPTSK Banten												
20	Presentation on SPMI Various workshops for Batam Branch	Provincial	1-Aug-04	Batam	0	0	100	50	0	0	0	0	150
21	Presentation on TU Administration organized by SPSI Plantation Sector	provincial	28-Aug-04	Bandung	0	0	0	0	30	5	0	0	35
22	Presentation on TU management organized by SPSI-RTMM	Provincial	3-Sep-04	Bandung	0	0	40	0	0	0	0	0	40
23	Presentation on TU MAnagement organized by SPSI-SPTSK	Provincial	2-Oct-04	Bandung	0	0	60	5	0	0	0	0	65
24	Trade Union Workshop on Manpower	Provincial	28-29 Apr 05	Bontang	0	0	42	8	0	0	0	0	50
25	Presentation on Collective Bargaining organized by RTMM SPSI	Provincial	17-Jun-05	Puncak	0	0	60	15	0	0	0	0	75
26	Presentation on Minimum Wages organized by SPMI	National	21-Jun-05	Puncak	0	0	23	2	0	0	0	0	25

27	Presentation on ILO Core Conventions in Trade Union Workshop	National	22-Jun-05	Jakarta	0	0	85	18	0	0	0	0	103
	Organized by PT PELNI												
28	Presentation on Collective Bargaining organized SPSI Banten	Provincial	22-Sep-05	Anyer	0	0	18	7	10	5	0	0	40
	Discussion and Launching of Book "Pelanggaran Kebebasan Berserikat di Era Reformasi" organized by SBSI	National	9-Dec-05	Jakarta	0	0	55	30	0	0	0	0	85
29	Presentation on minimum wages organized by SP_LEM SPSI	Provincial	23-Jan-06	Bogor	0	0	50	12	0	0	0	0	62
30	Presentation on Good Faith Bargaining organized by SPSI	Provincial	18-Feb-06	Anyer	0	0	48	5	1	0	0	0	54
31	Presentation on Productivity and Outsourcing organized by MPI for Staff of kebon Jati Hospital	Local	1-Sep-06	Bandung	0	0	8	36	2	3	0	0	49
	Sub Total				6	2	1098	414	202	126	400	100	2348

Initiated by Employers/Employers Organizations

32	Presentation at American Chamber Meeting on Labour Law	Local		Jakarta	0	0	80		0	0	0	0	80
33	Presentation at American Chamber Meeting on Labour Management Cooperation	Local		Jakarta	0	0	80		0	0	0	0	80
34	Presentation at American Chamber Meeting on Labour Dispute Settlement	Local		Jakarta	0	0	60		0	0	0	0	60
35	Presentation at Strategic Intelligent Meeting on Labour Law	Local		Jakarta	0	0	40		0	0	0	0	40
36	Presentation at Strategic Intelligent Meeting on Labour Relations	Local		Jakarta	0	0	40		0	0	0	0	40
37	Presentation at Strategic Intelligent Meeting on Labour Labour and Investment	Local		Jakarta	0	0	40		0	0	0	0	40
38	Presentation at Mining Group (Human Resources Manager) on LMC	Local		Jakarta	0	0	25	0	0	0	0	0	25
39	Presentation at Total-Indonesia (Human Resources	Local		Jakarta	0	0	65	35	0	0	0	0	100

	Manager) on LMC												
40	Presentation at Adidas Subsidiaries on FOA and Trade Union Act	Local		Jakarta	0	0	12	8	15	5	0	0	40

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
41	Two-day Workshop on CB and NS for PT Dada	Local		Purwakarta	0	0	1	0	24	5	0	0	30
42	Presentation on Workplace LMC in PT Panarub	Local		Banten	0	0	20	10	7	3	0	0	40
43	Presentation on Workplace LMC in PT Ricky Putra Globalindo	Local		Bogor	0	0	10	0	30	0	0	0	40
44	Presentation on Workplace LMC in PT Vonex Indonesia	Local		Bandung	0	0	2	0	14	2	0	0	18
45	Company Visit to PT Kutai Timber Indonesia	Local	30-Sep-03	Probolinggo	0	0	0	0	0	0	0	0	0
46	Presentation on CB and NS held by PT Kaltim Parna Industri	Local	3-4-Nov-03	Bontang	0	0	0	0	0	0	0	0	0
47	Presentation on Dialogue and Sharing on Workplace Cooperation held by PT multi Harapan Utama	Local	5-Nov-03	Samarinda	0	0	9	1	11	2	0	0	23
48	Support Workshop on Microsoft Access XP for APINDO staffs	National	18-19 Nov 03	Jakarta	5	10	0	0	0	0	0	0	15
49	Support Workshop On Bipartite Workplace Cooperation held by AmCham	Provincial	4-Dec-03	Jakarta	0	0	0	0	77	15	0	0	92
50	Presentation on Workplace Bipartite Cooperation at Textile&Clothing	Int'l	17-Dec-03	Jakarta	0	0	0	0	29	6	0	0	35
51	CEO Forum held by AFTEX Indonesia												
51	Presentation on LMC held by APINDO and HRD Club	Provincial	6-Feb-04	Banjarmasin	0	0	25	5	30	0	0	0	60
52	Company Visit to PTDecorindo Inti Alan Wood	Provincial	7-Feb-04	Samarinda	0	0	8	2	7	3	0	0	20
53	Presentation on Social Responsibilities held by Adidas Salomon	Int'l	23-Feb-04	Bangkok	0	0	0	0	0	0	0	0	0
54	Presentation on	Provincial	7-Apr-04	Tangerang	0	0	0	0	55	25	0	0	80

	Workplace Bipartite Cooperation at Nike Labour Forum												
55	Presentation on Best Practices of Workplace Bipartite Cooperation held by	Provincial	14-Apr-04	Jakarta	0	0	5	0	30	5	0	0	40
	AMCHAM												
56	Presentation on Labour Management Cooperation held by PT Phillips Rallin	Provincial	22-May-04	Surabaya	0	0	40	10	0	0	0	0	50
57	Presentation on Workplace Bipartite Cooperation held by PT Hardaya Aneka	Provincial	11-Jun-04	Tangerang	2	0	25	12	6	5	0	0	50
	Shoes Industry (HASI), Nike Contractor												
58	Presentation on Bipartite Mechanism held by PT Panca Prima Eka Brothers,	Provincial	22-Jun-04	Tangerang	0	0	12	7	7	4	0	0	30
	Nike Contractors												
59	Presentation and Moderator on Collective Bargaining Agreement held by	Provincial	24-Jun-04	Jakarta	0	0	0	0	30	15	0	0	45
	AMCHAM												
60	Presentation on FOA at PT Panarub Industry	Local	26-Aug-04	Tangerang	0	0	5	3	15	8	0	0	31
61	Presentation on Productivity & CLA organized by AMCHAM	National	10-Mar-05	Jakarta	0	0	0	0	40	15	0	0	55
62	Presentation on Update of Law No.2 of 2004 organized by AMCHAM	Local	31-Aug-04	Jakarta	0	0	41	20	0	0	0	0	61
63	Presentation on Update of Law No.2 of 2004 organized by BRITCHAM	Local	30-Sep-04	Jakarta	0	0	0	0	10	4	0	0	14
64	Presentation on LMC organized by PT Newmont Nusa Tenggara	Local	5-6 October 04	Sumbawa	0	0	8	0	50	4	0	0	62
65	Presentation on CLA organized by PT Caltex Pacific Indonesia	Local	21-Dec-04	Pekanbaru	0	0	0	0	10	0	0	0	10
66	Presentation on Socially Sensitive Restructuring organized by AMCHAM	Local	26-Jan-05	Jakarta	1	0	0	0	22	17	0	0	40
67	Presentation on	Local	10-Mar-05	Jakarta	0	0	5	3	23	8	0	0	39

	Negotiating Flexibility organized by AMCHAM												
68	Presentation on wages Structure organized by HR Club	Local	25-Jun-05	B.masin	10	6	23	8	33	12	0	0	92
69	Support the workshop on IR Court organized by HR Club	Provincial	23-Feb-06	B.masin	8	4	9	5	21	11	3	3	64
70	Support the workshop on wages organized by Britcham	Provincial	26-Apr-06	Jakarta	0	0	0	0	4	5	0	0	9
71	Support workshop on productivity organized by Britcham	Provincial	3-May-06	Jakarta	0	0	0	0	6	5	3	0	14
72	Support workshop on outsourcing organized by Britcham	Provincial	8-May-06	Jakarta	0	0	0	0	5	3	3	0	11
	Sub Total				26	20	690	129	611	187	9	3	1675

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
Initiated by Government													
73	Presentation at Tripartite Meeting on "KEPMEN 150"	Local	21-Jul-02	Jakarta	80	0	0	0	0	0	0	0	80
74	Presentation at Tripartite Meeting on "KEPMEN 150"	Local	18-Jul-01	Jakarta	100	0	0	0	0	0	0	0	100
75	Addressing Meeting for Foreign Investor on Project's Launching and	Local	August 2001	Batam	0	0	0	0	75	25	0	0	100
76	Industrial Relations organised by Ambassador RI to Singapore												
77	Presentation on Seminar of Bipartite Cooperation held by Disnaker Offices Jakarta	Provincial	23-Sep-03	Jakarta	0	0	20	10	16	14	0	0	60
78	Presentation on Workshop of Bipartite Cooperation held by MOMT	Provincial	7-Oct-03	Jakarta	20	80	0	0	0	0	0	0	100
79	Presentation on Workshop of Socialization of ILO Convention Held by MOMT	Provincial	14-Oct-03	Jakarta	0	0	22	3	20	5	0	0	50
80	Presentation on Strategy to Improve Bipartite Cooperation at Seminar on	Provincial	19-Dec-03	Medan	20	10	3	15	4	8	0	0	60
	Manpower Act held by Disnaker												

	Medan												
81	Meeting with MOMT regarding Dispute Settlement Act	Local	6-Jan-04	Jakarta	2	3	0	0	0	0	0	0	5
82	Presentation on Workshop on the Quality Improvement of Mediators	National	8-9 March-04	Jakarta	100	33	0	0	0	0	0	0	133
83	Support Meeting to discuss draft Government Regulation on the appointment and dismissal of Ad-Hoc judges host by MOMT	National	25-26-Mar-04	Jakarta	23	12	0	0	0	0	0	0	35
84	Presentation on Bipartite Cooperation in Enterprises held by Depnakertrnas	National	12-13 May-04	Jakarta	0	0	25	5	40	10	0	0	80
85	Presentation on Bipartite Institutions held by Disnaker Medan	Provincial	18-Jun-04	Medan	5	2	6	2	16	5	0	0	36
86	Presentation on Empowerment and professionalism of Mediators at National Meeting Indonesia Mediators Association	National	8-9 August04	Jakarta	150	62	0	0	0	0	0	0	212
87	Support materials of Judges National Meeting on Judges training curriculum	National	23-Sep-04	Semarang	170	50	0	0	0	0	0	0	220
88	Support meeting of MOMT and Supreme Court on the preparation of Act No.2/2004	National	4-6 Nov-04	Jakarta	30	20	0	0	0	0	0	0	50
89	Presentation on Importance of social Dialogue at Tripartite Meeting organized Disnaker Central Java	Provincial	8-Apr-05	Solo	12	8	5	2	8	5	0	0	40
90	Technical Workshop for Conciliators	National	24-26 August 05	Jakarta	0	0	26	4	25	5	0	0	60
91	Technical Workshop for Adhoc judges	National	3-21 Oct 05	Jakarta	0	0	80	20	100	17	0	0	217
92	Technical Workshop for Arbitrators	National	12 -14 Oct 05	Puncak	0	0	24	6	23	7	0	0	60
93	Regional wages technical consultation	Provincial	30 Nov - 2 Dec 05	Batam	18	12	5	2	15	8	0	0	60
94	Technical meeting on employment services and labour market information	National	5-Dec-05	Yogya	22	13	0	0	0	0	0	0	35
95	National coordination	National	7-Dec-05	Jakarta	470	135	0	0	0	0	0	0	605

	meeting of labour inspection												
96	Western Regional Coordinating Meetings on Employment Creation	National	8-May-06	Bandung	75	35	0	0	0	0	0	0	110
	and Manpower Placement												
96	Workshop on Freedom of Association Ethic	National	6-Apr-06	Puncak	23	10	19	8	0	0	0	0	60
97	Workshop on trade union registration organized by MOMT	National	21-Sep-06	Puncak	30	50	0	0	0	0	0	0	80
	Sub Total				1350	535	235	77	342	109	0	0	2648

Initiated by Other Stakeholders

98	Presentation at Catholic University of Parahyangan Minimum Wages	Local		Bandung	0	0	0	0	0	0	0	40	40
99	Presentation at University of Gadjah Mada on Labour Relation	Local		Jakarta	0	0	0	0	0	0	25	5	30
100	Presentation at Study Center of University of Gadjah Mada on Labour Law	Local		Jakarta	0	0	0	0	0	0	25	5	30
101	Tripartite meeting on Manpower Act held by Disnaker Yogyakarta	Provincial	28-Jul-03	Yogyakarta	25	12	15	10	23	9	7	6	107
102	Presentation on Labour Forum on Industrial Dispute Settlement	National	28-Aug-03	Jakarta	3	5	27	18	28	12	15	12	120

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
103	Presentation on National Seminar on Dispute Settlement of IR held by Atmajaya University	National	21-Oct-03	Jakarta	0	0	5	2	15	8	40	25	95
104	Presentation on Seminar on Manpower Act	National	10-Mar-04	Yogyakarta	10	5	6	0	5	5	95	25	151
105	Presentation at Smart Workers Radio Program at Smart FM on Workplace Bipartite Cooperation	National	1-Apr-04	Jakarta		0	0	0		0	0	0	0
106	IR Symposium in cooperation w/ ILO Jakarta	National	22-23 Apr-04	Jakarta	0	0	0	0	0	0	7	25	32

107	Presentation at Smart Workers Radio Program at Smart FM on Global Report	National	27-May-04	Jakarta	0	0	0	0	0	0	0	0	0	0
	and Labour Law Reform in Indonesia													
108	Presentation at SmartFM Radio program on Sexual Harassment	National	19-Aug-04	Jakarta	0	0	0	0	0	0	0	0	0	0
109	Presentation on Media Training for Journalist organized by ILO	National	25-27 August 04	Jakarta	0	0	1	2	0	0	40	18	61	
110	Media Workshop organized by ILO	National	9-10 September 04	Jakarta	0	0	0	0	0	0	7	7	14	
111	Presentation at Smart Workers program at Smart FM radio on Corporate Social responsibility	National	30-Sep-04	Jakarta	0	0	0	0	0	0	0	0	0	0
112	Presentation at Pantau Foundation in cooperation w/Columbia University on Labor Conditions in Indonesia	National	14-Dec-04	Jakarta	0	0	3	0	0	0	20	5	28	
113	Presentation at Smart Workers program at Smart FM radio on national tripartite summit	National	20-Jan-05	Jakarta	0	0	0	0	0	0	0	0	0	0
114	Consultation with ILO Geneva	Int'l	7-8 March 05	Geneva	0	0	0	0	0	0	0	0	0	0
115	Attended Eu-ILO Conference on Labor Inspection	Int'l	9-11 March 05	Luxemburg	0	0	0	0	0	0	0	0	0	0
116	Support to MNE Symposium organized by ILO Geneva and ILO Jakarta	Int'l	11-12 April 05	Jakarta	4	2	6	3	6	3	0	0	24	
117	Support to Launching of Police Guideline organized by Police Project ILO	National	19-Apr-05	Jakarta	40	20	15	8	17	7	15	10	132	
118	Jakarta National Manpower Seminar organized by Observers of Indonesian workers	National	15-Jun-05	Jakarta	0	0	10	0	25	12	0	0	47	
119	Labour Conditions in Indonesia organized by Korean Labour Foundation	Int'l	27-Jul-05	Jakarta	5	3	12	4	15	6	12	5	62	
120	Presentation on ILO Structure and Recommendation on the ILO	Int'l	31-Aug-05	S'pore	0	0	30	5	0	0	0	0	35	

	Conventions												
	and Recommendations organized by ICFTU												
121	Presentation on negotiation Skills organized by MPI	Provincial	13-Dec-05	Bandung	0	0	45	12	0	0	0	0	57
122	Presentation on Discrimination organized by Human Rights Commission	Provincial	14-Dec-05	Yogya	3	2	25	11	0	0	0	0	41
123	Presentation on IR Court at SmartFM radio	National	19-Jan-06	Jakarta	0	0	0	0	0	0	0	0	0
124	Media workshop for Social Partners organized by ILO	National	21-22 feb 06	Jakarta	2	1	7	4	2	1	3	6	26
125	Follow up Media Workshop for Journalist	National	23-Feb-06	Jakarta	0	0	0	0	0	0	14	8	22
126	Smartworkers Live show on Outsourcing	Provincial	23-May-06	Balikpapan	6	3	14	5	8	5	12	4	57
127	Support seminar on Indonesia Risk Assessment Forum organized by	National	2-Jun-06	Jakarta	0	0	0	0	25	6	4	2	37
	Van Zorge & Associate												
	Sub Total				90	49	200	75	134	62	308	188	1106

CONSULTATIVE/ADVISORY ACTIVITIES

128	PT Dirgantara Indonesia on Termination case	Provincial	14-Jan-04	Jakarta	0	0	6	0	0	0	0	0	6
129	PT KPI on LMC activities	Provincial	21-Jan-04	Jakarta	0	0	0	0	1	0	0	0	1
130	Meeting with mr.Alphonus Stoelinga, Netherland Embassy	National	2-Feb-04	Jakarta	0	0	0	0	0	0	1	0	1
131	ACTRAV on TU activities	National	9-Feb-04	Jakarta	0	0	0	0	0	0	1	0	1

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
132	Tripartite Magazine on publication collaboration	National	16-Feb-04	Jakarta	0	0	0	0	0	0	2	0	2
133	Britcham on its labour program	National	4-Mar-04	Jakarta	0	0	0	0	1	0	0	0	1
134	Bali Nirwana Garment on LMC	Provincial	2-Mar-04	Jakarta	0	0	0	0	3	1	0	0	4
135	Bali Garden Hotel on Termination case	Provincial	3-Mar-04	Jakarta	0	0	5	0	0	0	0	0	5

136	Nike representative on LMC activities	National	29-Mar-04	Jakarta	0	0	1	0	0	0	0	0	1
137	SPSI_RTMM on TU activities	Provincial	25-May-04	Jakarta	0	0	3	0	0	0	0	0	3
138	Amcham on its labour program	National	20-Apr-04	Jakarta	0	0	0	0	0	2	0	0	2
139	PT HASI on LMC activities	Provincial	4-Jun-04	Jakarta	0	0	2	0	2	0	0	0	4
140	Global alliance on LMC activities collaboration	National	21-Jun-04	Jakarta	0	0	0	0	0	0	0	2	2
141	Amcham on its labour program	National	21-Jun-04	Jakarta	0	0	0	0	1	1	0	0	2
142	UNI representatives on TU activities	National	23-Jun-04	Jakarta	0	0	2	0	0	0	0	0	2
143	SPSI Palembang on TU activities	Provincial	24-Jun-04	Jakarta	0	0	3	0	0	0	0	0	3
144	TU of PT Coca Cola on Transfer and CLA	National	25-Jun-04	Jakarta	0	0	5	0	0	0	0	0	5
145	ACILS and mr. Kevin Kobell on labour condition in Indonesia	National	25-Jun-04	Jakarta	0	0	0	0	0	0	2	0	2
146	Amcham on its labour program	National	2-Aug-04	Jakarta	0	0	0	0	1	1	0	0	2
147	University of Diponegoro on labour curriculum	Provincial	5-Aug-04	Jakarta	0	0	0	0	0	0	2	0	2
148	Britcham on its labour program	National	6-Aug-04	Jakarta	0	0	0	0	1	0	0	0	1
149	Closing of Medan office meeting	Provincial	13-Aug-04	Medan	2	0	8	4	1	0	0	0	15
150	Mr. Joseph Kwang on Productivity fellowship from ILO Training Center	Int'l	2-Sep-04	Jakarta	0	0	0	0	1	0	0	0	1
151	Police project meeting on Guideline	National	8-Sep-04	Jakarta	0	0	0	0	0	0	8	0	8
152	APINDO internship on labor laws matrix and LMC paper	Provincial	11-Sep-04	Jakarta	0	0	0	0	1	1	0	0	2
153	SPSI -SP TSK Bandung on TU activities	Provincial	22-Sep-04	Jakarta	0	0	2	0	0	0	0	0	2
154	Amcham on its labour program	National	23-Sep-04	Jakarta	0	0	0	0	1	1	0	0	2
155	Panarub on TU disputes	Provincial	23-Sep-04	Jakarta	0	0	0	0	1	0	0	0	1
156	ETUL graduates on TU activities	Provincial	29-Sep-04	Jakarta	0	0	3	0	0	0	0	0	3
157	SBSI on LMC activities in East Kalimantan	Provincial	4-Oct-04	Jakarta	0	0	1	1	0	0	0	0	2
158	ILO consultative tripartite meeting	National	12-Oct-04	Jakarta	4	2	0	0	6	0	8	9	29
159	Meeting with ILO on trade union activities and productivity SPROUT	Provincial	27-Oct-04	Jakarta	0	0	0	0	0	0	0	1	1

No	Title of Activity	Level	Date	Venue	Total of Participants								Total
----	-------------------	-------	------	-------	-----------------------	--	--	--	--	--	--	--	-------

					Government		Workers		Employers		Others		
					M	F	M	F	M	F	M	F	
160	Meeting with Gender Audit Team on project activities	National	2-Nov-04	Jakarta	0	0	0	0	0	0	0	2	2
161	Meeting with MOMT on productivity	National	9-Nov-04	Jakarta	4	2	0	0	2	0	0	0	8
162	Meeting with MOMT on Bipartite Award and activities	National	10-Nov-04	Jakarta	4	1	4	0	2	0	0	0	11
163	Meeting with MOMT on IR summit preparation	National	29-Nov-04	Jakarta	1	0	0	0	0	0	0	0	1
164	Informal meeting w/ APINDO on project Activities	National	2-Dec-04	Jakarta	0	0	0	0	4	0	0	0	4
165	Meeting w/ Minister of Manpower on ILO Activities	National	7-Dec-04	Jakarta	8	14	0	0	0	0	3	3	28
166	Informal Meeting w/Trade Unionist on Project Activities	National	8-Dec-04	Jakarta	0	0	3	0	0	0	0	0	3
167	Meeting w/ILO workers Specialist on Workers Activities	Int'l	10-Dec-04	Jakarta	0	0	0	0	0	0	1	0	1
168	Informal Meeting w/ Government Officials on Project Activities	National	20-Dec-04	Jakarta	2	3	0	0	0	0	0	0	5
169	Meeting w/ MOMT on IR Summit Preparation	National	22-Dec-04	Jakarta	8	2	0	0	0	0	0	2	12
170	Meeting w/ MOMT on IR Summit Preparation	National	23-Dec-04	Jakarta	7	5	0	0	0	0	0	2	14
171	Meeting w/ MOMT on IR Summit Preparation	National	28-Dec-04	Jakarta	18	8	5	0	0	0	0	2	33
172	Meeting w/ MOMT on IR Summit Preparation	National	7-Jan-05	Jakarta	25	14	0	0	0	0	3	2	44
173	Police project meeting on Guideline	National	11-Jan-05	Jakarta	4	1	5	1	1	3	10	3	28
174	Meeting w/ MOMT on IR Summit Preparation	National	14-Jan-05	Jakarta	27	15	0	0	0	0	0	2	44
175	Meeting w/ TU and APINDO on informal cosultation for project activities	National	31-Mar-05	Jakarta	0	0	2	0	2	0	0	0	4
176	Meeting w/ Castle Asia Group on Industrial Relations in Indonesia	Provincial	31-Mar-05	Jakarta	0	0	0	0	2	0	0	0	2
177	Meeting w/ MOMT on the project activities	National	16-May-05	Jakarta	4	2	0	0	0	0	0	0	6
178	Courtesy Call Mr.Giuseppe Cassale to APINDO and MOMT	National	23-May-05	Jakarta	0	1	0	0	1	1	0	0	3

179	Meeting w/ PT Securicor Indonesia on Trade Union Demonstration	Local	7-Nov-05	Jakarta	0	0	0	0	1	0	0	0	1
180	Meeting w/ Adidas representative on TU activity	Local	7 Dec 05	Jakarta	0	0	0	0	0	1	0	0	1
181	Meeting W/ consultant of ICFTU	Local	16-Dec-05	Jakarta	0	0	0	0	0	0	1	0	1
182	NPAC Meeting with trade unions and APINDO	Local	20-Jan-06	Jakarta	0	0	2	0	2	0	1	0	5
183	NPAC Meeting with MOMT	Local	24-Jan-06	Jakarta	4	1	0	0	0	0	1	0	6
184	Follow up meeting on Labour Administration	National	10-Feb-06	Jakarta	1	2	0	0	0	0	0	0	3
185	Meeting with Nike Representatives on Labour conditions in Indonesia	Provincial	20-Feb-06	Jakarta	0	0	0	0	1	2	0	0	3
186	Meeting with Workers' Right Consortium	Provincial	6-Mar-06	Jakarta	0	0	0	1	0	0	0	0	1
187	Meeting w/ Depnakertrans and WRC on Panarub Case	Provincial	8-Mar-06	Jakarta	3	0	1	1	0	0	0	0	5
188	Meeting with APINDO and Trade Unions	National	24-Mar-06	Jakarta	0	0	2	0	5	0	0	0	7
189	Meeting with GAP representation	Provincial	20-Apr-06	Jakarta	0	0	0	0	0	2	0	0	2
190	Meeting w/ tripartite on wages activities	National	28-Apr-06	Jakarta	2	1	4	0	2	0	3	0	12
191	Briefing on ILC 2006 on employment relationship	National	10-May-06	Jakarta	20	8	6	2	5	3	4	2	50
192	meeting with DSM Melamine Company												
	Sub Total				118	70	60	6	36	12	42	30	374
	Grand Total				3251	1338	4441	1398	2338	992	991	447	15196
					4589		5839		3330		1438		15196

ANNEX SIX: SNAPSHOT OF THE PROJECT

ANNEX SEVEN: PROJECT SPROUT

International Labour Organization
Jakarta, Indonesia

SUMMARY PROJECT OUTLINE

Project Title:

“Adapting and streamlining industrial relations and labor market governance mechanisms in Indonesia.”

....to enhance productivity, competitiveness and respect for fundamental rights at work

<i>Tentative Duration:</i>	1 - 3 years
<i>Estimated Starting Date:</i>	First quarter of 2007
<i>Geographical Coverage:</i>	Indonesia at national and regional levels with focus on at least ten (10) key provinces including Jakarta
<i>Project Site:</i>	Jakarta
<i>Project Languages:</i>	Bahasa Indonesia and English
<i>Executing Agency:</i>	International Labour Organization (ILO)
<i>Cooperating Agencies:</i>	Ministry of Manpower and Transmigration and regional manpower offices Employers Association of Indonesia (APINDO) and its regional branches Major trade union organizations and their regional and plant level affiliates
<i>Estimated Project Cost:</i>	Approximately US\$ 600,000 per year
<i>National Contribution:</i>	In kind.

C O N T E N T S

- I. Background and Justification
- II. Program Approach and Strategy
- III. Target Groups and Partners
- IV. Management Framework
- V. Inputs
- VI. Sustainability
- VII. Planning, Monitoring and Evaluation
- VIII. Budget

“Adapting and streamlining industrial relations and labor market governance mechanisms in Indonesia”

.....to enhance productivity, competitiveness and respect for fundamental rights at work

Background and Justification

Since the start of the Reformasi movement in 1998, the general view on the overall progress of reforms including those in the field of labour has been mixed and varied. There is an increasing recognition however that reforms are far from complete or even adequate and that much more has to be done to ensure that genuine reforms and development are achieved and sustained.

Recent figures from the Bureau of National Statistics figures placed unemployment at 10.6% or 11.6M of the 106M workforces or a 2% increase from 2005 while underemployment has passed the 43M mark. The current economic growth rate of between 5 to 6% is deemed insufficient to provide decent employment to all new job seekers let alone the huge number of the unemployed and underemployed.

The improvement of the business climate to attract much needed investment is deemed crucial in addressing the problems of poverty and unemployment. The 14 June 2006 World Bank Brief for the Consultative Group on Indonesia indicated that while surveys of businesses conducted in 2003 and December 2005 reveal perceptions of Indonesia’s investment climate having improved and of a decline in the severity of obstacles met, business still faced the same set of problems in both periods with little change in the ranking of constraints.

Some of the obstacles identified that tend to reduce the competitiveness of business products include weaknesses in the legal system, labour skills and labour regulations. Addressing these obstacles will obviously require not only the amendment or adoption of new labour legislation but perhaps more importantly their proper, consistent and effective implementation which will depend in turn on well functioning industrial relations and labour market governance mechanisms.

The Government announced a major new policy package to improve the investment climate in early 2006 (Inpres 3/2006) with time-bound targets and assigned a Minister to be responsible for each target. The package covers five categories: (i) general investment policies, (ii) customs, (iii) tax, (iv) **labor policy**, and (v) SME policy. Revisions to the labor protection law (Law 13/2003) by April 2006 was earlier considered but later abandoned after a strong negative reaction from organized labor.

Indonesia embraced the fundamental principles and rights at work with the ratification in June 1998 of ILO Convention No. 87 concerning freedom of association and the right to organize followed by the ratification of other core Conventions to make Indonesia the first country in the Asian region to ratify all of the eight ILO fundamental Conventions. Through a Letter of Intent agreed upon between Indonesia and the ILO in December 1998, the ILO committed to provide technical assistance to Indonesia for the ratification and implementation of ILO core Conventions. It was mainly on this basis that the **ILO DECLARATION Project (2001-2006)** was implemented in Indonesia to promote and realize freedom of association and collective bargaining by building trust and capacity in industrial relations. It aimed to help create sound, harmonious and fully

functioning industrial relations system to promote economic progress while guaranteeing workers' workers.

Problem Identification and Analysis

Despite the tangible advances and progress made in many aspects of industrial relations and labor market governance such as in building trust and capacity of the actors in industrial relations, the completion of the government Labor Law Reform Program, the establishment of the new labor dispute settlement system, the declining rates of labour disputes and strikes, and increased awareness and understanding of basic concepts and principles, the task is far from complete specially as far as making such progress as widespread nation-wide as possible and also more relevant, adaptable and sustainable in a highly competitive economic environment.

The World Competitiveness Yearbook 2005 ranked Indonesia last in terms of Labour Relations (hostile/productive) compared to the Philippines, China, India, Thailand, and Malaysia while in labor productivity, Indonesia lags behind China, the Philippines, Thailand and Malaysia. The number and quality of collective labour agreements, workplace labour management committees (bipartite bodies), trade union organization and membership and affiliates of the employers' organization are still at a very low level. Some trade unions still complain about obstacles to union organization and registration and anti-union discrimination practices. Collective bargaining and labor management (bipartite) consultations, communication and dialogue concerning terms of employment, and national and regional tripartite bodies (also referred to as tripartism when government is also involved), is still far from effective and mutually beneficial.

The negotiation skills of workers and employers in collective bargaining and various bipartite negotiations also require to be reinforced. Although a new labour dispute settlement system (mediation, conciliation, arbitration and labour judges) has been put in place 2006 pursuant to Act No. 2 of 2004, it remains to be seen whether it will be able to gain the trust and confidence of the public in dispensing fair, quick and inexpensive labor justice. Minimum wage fixing remains to be problematical in many regions despite some improvements in some provinces. The same is true with labor issues like outsourcing, contract work and severance payment.

A major concern is labor administration at the national and regional levels specially in carrying out such basic functions as labor inspection, employment service, mediation, labor market information system and labor statistics, and dealing with the growth of the informal economy. There is also the need for all the actors in industrial relations and labor market governance to be aware of the various dimensions of labor market flexibility and stability (also referred to as "flexicurity" or "protected flexibility") and the changing patterns in the world of work in an increasingly complex and global open market system.

The Jakarta Post (6 November 2006) referred to the recent Regional Investment Forum and the pivotal role of business-friendly local administration to national economic growth and the challenges arising from the excesses of regional autonomy, launched in 2001, which are still hindering businesses in many areas. It noted that most local administrations have yet to realize the important role of good institutions and effective bylaws as risk-management tools for investors in the highly complex market economy. The challenges on local autonomous administrations extend to manpower, industrial relations and labour market governance issues as well.

A new government proposal is the setting up of three special economic zones (SEZ) in North Sumatra, South Sulawesi and in Bojonegara in Banten in addition to the previously established SEZ in Batam, Bintan and Karimum islands in Riau Island province. The success of the SEZ will depend to part as to how industrial relations, labor market governance and manpower policies are managed and implemented in the zones. Selected SEZ like Batam and Bintan can for instance benefit from technical assistance on labor and manpower issues.

The European Chamber of Commerce in Indonesia (EuroCham) recently noted that while providing the necessary legal framework was imperative for attracting foreign investors, building up program-implementation capacity would be the key to success. It was suggested that implementation is key and the government has to train people and that it is necessary to work in teams and to be aware of what global best practice is.

Also worth noting is a new study by a global consulting firm showing that Asians (consumers, employees and investors) now demand more in terms of responsiveness, transparency and treatment of employees and expect employers specially multinational companies to begin applying global standards in their labor relations and in the area of corporate social responsibility, also referred to as “societal alignment” or how a company fits into and serves its community.

The Response

A decade hence Indonesia has reached a crucial stage in the development of industrial relations and labor governance mechanisms requiring a capacity to adapt and to modernize that fosters opportunities for decent work, productivity and competitiveness upgrading and respect for fundamental rights at work as a requirement for sustained economic and social progress.

The overall response to the problems identified and the way forward can be three-pronged, thus:

1. General capacity-building and awareness-raising –

General capacity-building and awareness-raising on basic concepts and principles of industrial relations and labour market governance will still be required for government, workers and employers in as many regions as possible specially regions which had the least opportunity to be involve in similar activities in the past. Concepts and principles can cover the new labor laws and regulations, collective bargaining, labor management cooperation, consultation and communication, negotiation skills, productivity and competitiveness upgrading, gender equality, minimum wage fixing, working conditions, mutual gains, good faith bargaining, prevention and settlement of labor disputes, role of workers and employers organizations, corporate social responsibility and international labor standards.

2. Building up program-implementation capacity –

Building and reinforcing the implementation capacity of government, trade unions and the employers' organization is a crucial program since a legal and policy framework will be to no avail if it not properly, consistently and fairly implemented. The program will include the professionalization and modernization of labor administration at national and regional levels based on the plan of action implementing the recommendations of a recently concluded ILO assessment. The main areas to be covered will be the prevention and settlement of labor disputes, labor

inspection, employment service, labor market information system, labor statistics, and the growth of the informal economy.

Collective bargaining, freedom of association, labor management cooperation for better working conditions and productivity and competitiveness upgrading, minimum-wage fixing, effective social dialogue and tripartite and bipartite consultations and labor market flexibility issues are the other important topics which need to be covered. Implementation capacity building will extend to employers' association and trade unions to enable them to play an active and effective role in the formulation and implementation of national manpower legislation and policies at all levels.

3. Adaptation, streamlining and innovation –

A series of activities for the government and workers and employers organizations at the national and regional levels will focus at adapting, modernizing and innovating on key industrial relations and labour market governance institutions, structures of authority and means of collaboration that coordinate or control activity at work and in the labour market. The most relevant national and global best practices, researches, studies and resource materials will be gathered and analyzed for local adaptation particularly on the subjects of labor market flexibility or "flexicurity", labor management cooperation for the improvement of working conditions, productivity and competitiveness, preventing and resolving labor disputes and corporate social responsibility. Pilot activities will also be conducted for selected enterprises and trade unions in various regions or cities including SEZ like Batam and Bintan on key aspects of industrial relations specially innovative approaches on plant level labor management cooperation and dispute resolution.

The role and responsibilities of the three main actors – government, workers and employers – individually and collectively – will be reexamined, clarified and enhanced to deal with the changing patterns in the world of work which requires innovation and adaptation.

Project Objectives

Development Objective

Build the foundations for sound and stable industrial relations and labour market governance that foster opportunities for decent work, productivity and competitiveness upgrading, and respect for the fundamental rights at work in an increasingly complex and global open market system.

Immediate Objectives

Immediate Objective 1 – By the end of the project, the tripartite constituents -- government, workers and employers and their organizations -- as well as other relevant parties and institutions at national and regional levels will have better awareness, knowledge and understanding of principles, concepts and their role, rights and responsibilities in creating and maintaining sound, flexible and stable industrial relations and labour market governance mechanisms in Indonesia.

Major Outputs	Major Indicators	Major Activities
Officials of the Ministry of	<input type="checkbox"/> More active and effective	<input type="checkbox"/> Organize and conduct 2-

<p>Manpower and Transmigration and regional manpower offices, of trade unions and employers organization at national and regional levels will have better or heightened awareness, knowledge, understanding and appreciation of various aspects of industrial relations and labour market including their respective role and responsibilities to make them work in an effective way.</p>	<p>involvement and participation of representatives of government, trade unions and employers' organization in the formulation and implementation of manpower legislation, policies and programmes and in bipartite and tripartite consultations..</p> <ul style="list-style-type: none"> □ Improved gender equality through increased representation and participation in the tripartite activities and institutions 	<p>day tripartite (government, workers and employers) training workshops or policy consultation for 45 participants in ten (10) provinces on each of the following topics:</p> <ul style="list-style-type: none"> - Salient features of the major labour laws and regulations; - Freedom of association, collective bargaining, gender equality and the fundamental rights at work – promotion and application; - Negotiation skills and good faith bargaining; - Labour management cooperation, productivity and competitiveness - Trends in labour market flexibility and stability - Social dialogue, tripartite bodies including minimum-wage fixing - Prevention and settlement of labour disputes □ Organize and conduct 2-day training workshops or policy consultation in each of ten (10) provinces for 40 government participants on labour administration (to include inspection, employment service, and dispute settlement) □ Develop and reproduce resource materials including adaptation to Indonesian needs of existing materials, on each of the subjects of the training workshops as needed particularly on labour management cooperation, gender equality through collective bargaining, salient features of the major labour laws and regulations, social dialogue and tripartite bodies and trends in labour market flexibility and stability. □ One-week study tour for deserving tripartite representatives (maximum
---	--	---

		of 3) to visit at least two ASEAN countries to observe best practices
		.

Immediate Objective II – By the end of the project, government, particularly the Ministry of Manpower and Transmigration and regional manpower offices, and workers and employers organizations, will have build up and increase their capacity in carrying out their respective mandates and responsibilities based on the law and policy and their by-laws particularly in the administration and enforcement of manpower programs, laws, regulations and policies including voluntary collective bargaining and tripartite agreements.

Major Outputs	Major Indicators	Major Activities
Increase in the number of collective labour agreement and effective exercise of collective bargaining through enhanced negotiation Revitalization of structure, organizational, and rules of governance of the tripartite bodies at the national, regional and sectoral level skills and good faith bargaining.	<ul style="list-style-type: none"> ❑ 15% increase of collective agreements which contain clauses relating to the fundamental rights at work. ❑ 20% increase in the number of trade unions and APINDO members who aware the subjects flexibility and security at the workplace. 	<ul style="list-style-type: none"> ❑ Organize and conduct 2-day tripartite workshop or consultation meeting for 45 participants in each of ten (10) provinces on the following subjects: <ul style="list-style-type: none"> - Prevention and settlement of labour disputes through bipartite negotiations and collective bargaining - Freedom of association, collective bargaining, fundamental rights at work and fair globalization - Gender equality through collective bargaining and enhancement of negotiation skills - Labour management cooperation for better working conditions, productivity and competitiveness - Minimum-wage fixing

		<p>and wage systems</p> <ul style="list-style-type: none"> - Bipartite and tripartite consultations and social dialogue - Labour market flexibility and stability - Dealing with growth of informal economy □ Organize and conduct 2-day training workshops or policy dialogue for 40 manpower officials in each of ten provinces on the following subjects: <ul style="list-style-type: none"> - Mediation, conciliation, arbitration and labour judges - Labour inspection and employment service - Strengthening bipartite and tripartite bodies and social dialogue - Modern administration of labour courts and mediation - Improving labour market information system and collection and analysis of labour statistics □ Organize and conduct 3 2-day workshops for 40 participants (combining participants from selected provinces) each for trade unions and APINDO to assist them in providing effective service to their members, increased their membership. and ensure their active involvement and participation in collective bargaining and in various bilateral and tripartite consultations □ Assist the government, trade unions and APINDO in any joint or
--	--	---

		<p>separate discussions of labour market flexibility issues specially as related to existing legislation</p> <ul style="list-style-type: none"> □ Develop and reproduce resource materials including adaptation of existing materials to Indonesian needs on various topics covered as needed such as labour market information system and labour statistics, dealing with the growth of the informal sector □ Prepare brief studies and analysis of the status (strengths and weaknesses) of: <ul style="list-style-type: none"> - tripartite bodies and social dialogue in Indonesia - bipartite bodies and collective labour agreements □ Organize and conduct two one-day national tripartite meetings for 50 participants to present and discuss each of the two studies on tripartite bodies and social dialogue and bipartite bodies and collective labour agreements and arrive at a plan of action to make them more effective. □ Organize and conduct 2 4-day training of trainers (TOT) on each of the subjects of labour management cooperation for productivity and competitiveness enhancement based on the 10 modules developed by the ILO, gender equality
--	--	---

		<p>through collective bargaining and negotiation skills, and on mediation and conciliation</p> <ul style="list-style-type: none"> ❑ Identify relevant and selected training arm of government, trade unions and APINDO for technical assistance in the conduct of training on labour market flexibility and labour management cooperation for productivity and competitiveness ❑ One week study tour to two ASEAN countries for a maximum of 3 deserving tripartite representatives as may be needed
--	--	--

Immediate Objective III – By the end of the project, government and regional manpower offices would have introduced innovative practices and adapted and streamlined key aspects of the industrial relations and labour market governance systems, institutions, structures of authority and means of collaboration that coordinate and control activity at work and in the labour market.

Major Outputs	Major Indicators	Major Activities
<p>A total of 200 labour judges and 50 educators of judges trained on international labour standards and Indonesian labour law and industrial relations.</p>	<ul style="list-style-type: none"> ❑ 20% increase in labour court decisions which are made public. ❑ A pool of 30 trainers on effective adjudication and labour court administration created. 	<ul style="list-style-type: none"> ❑ Provide technical assistance to government, trade unions and APINDO at national and regional levels in policy discussions to adapt and streamline industrial relations and labour market governance institutions in general. ❑ Provide technical assistance to the Ministry of Manpower and Transmigration and regional manpower offices through seminars and other means in implementing the recommendations of ILO assessment report to strengthen labour administration as requested by the government ❑ Assist and provide advice in strengthening social dialogue in general and in particular tripartite bodies created

		<p>by law such as in drafting by-laws, procedures, organizational structures and rules of governance as well as the creation of permanent secretariat of the national tripartite body.</p> <ul style="list-style-type: none"> ❑ Prepare, compile and reproduce national and global best practices on subjects like labour market flexibility, dealing with the informal economy, productivity and competitiveness, and corporate social responsibility ❑ Organize and conduct 4 2-day workshops or seminars for 40 representatives from APINDO on corporate social responsibility, socially sensitive restructuring and the 1977 ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy to be followed by one 2-day tripartite dialogue on the same subject ❑ Organize and conduct 4 3-day training courses on labour rights, international labour standards and globalization ❑ Organize and conduct a pilot programme for 30 selected enterprises on labour management cooperation using the 10 modules developed by the ILO (the programme will start with an introductory workshop, the development of a plan of action followed by its implementation, monitoring and evaluation in a span of 6-12 months ❑ Organize and conduct a pilot programme for SEZ like Batam and Bintan to promote collective bargaining and labour management cooperation for productivity and competitiveness enhancement and comparative labour practices in the operation and management of export processing zones. ❑ Provide technical assistance to selected educational institutions in the development of curricula, research and teaching of industrial relations and labour market governance ❑ Organize and conduct two 3-day training workshops each for 40 labour judges and educators of judges on the functions, procedures and administration of a labour judicial system including trends and techniques from a comparative viewpoint, and that of international labour standards.
--	--	--

		<ul style="list-style-type: none"> ❑ Organize and conduct two 3-day specialized workshop on international labour standards and modern labour court administration for 40 labour judges and registrars. ❑ Organize and conduct 4 3-day training workshops each for 40 participants on modern mediation and alternative dispute resolution including preventive mediation.
<p>A total of 200 government officials and private practitioners trained on industrial relations dispute prevention and settlement to include mediation, conciliation, arbitration and alternative dispute resolution.</p>	<ul style="list-style-type: none"> ❑ 25% reduction in average time required by mediation, conciliation, arbitration to resolve disputes. ❑ 20% reduce in the number of labour disputes and settlement through bipartite mechanism effectively used. ❑ A pool of 40 trainers on prevention and settlement of labour dispute created. 	<ul style="list-style-type: none"> ❑ Organize and conduct 3 3-day training workshops on prevention and settlement of labour dispute including conciliation and arbitration each for 40 government officials and private practitioners. ❑ . ❑ .

Programme Approach and Strategy

The activities are aimed at strengthening institutional capacities of the government, workers and employers organizations towards having a common understanding of industrial relations and labour market governance mechanisms, concepts and issues, to be more effective in the implementation of manpower laws, regulations and policies in a manner that is fair, efficient and consistent, and in adapting, modernizing and innovating to enhance productivity, competitiveness and human rights under the new environment of increased competition, technological change and international interdependence. The activities are also designed to ensure that the new dispute settlement system established in 2006 is on track to fulfill its mission to be accessible, independent and to dispense fair, expeditious and inexpensive labour justice, to strengthen regional manpower administration, and to further promote collective bargaining and the creation of plant level labour management (bipartite) committees for mutual gains and the improvement of working conditions and productivity.

The project will be implemented through three major Action Programmes, on general awareness raising, improving capacity to implement programs, laws and policies, and adaptation and streamlining of relevant approaches and institutions..

The project coverage will concentrate on ten (10) provinces, namely, Jakarta, Banten, West Java, East Java, East Kalimantan, North Sumatra, South Sulawesi, Riau Islands, Nusa Tenggara Barat and Yogyakarta. It is within the provinces that one finds the highest industrial concentration in Indonesia. The project will be responsive to the decentralization programme in Indonesia. Special attention will be given to business investment regional targets which are pivotal to economic growth since most of the country's abundant national resources are controlled at least in part by provinces and regencies.. Regional leaders from Sulawesi, Java and Sumatra have been cited for instance as possible catalyst for other regional chiefs to adopt a more business-friendly attitude to create jobs. Best practices on employment and industrial relations in some regions can be shared with other regions. Due attention will also be given to Special Economic Zones (SEZ) like Batam and Bintan so they can set the pattern in industrial relations and labour market governance which other SEZ can emulate.

The project will commence in the first quarter of 2007 largely to prepare for the execution of the project activities. Towards the middle of 2007 and during 2008, the project will carry out all the approved activities in as efficient and effective way as possible in close collaboration and working relations with the project partners and constituents (government, workers and employers). The first quarter of 2009 will be devoted mainly to completing remaining project programmes and activities and the final evaluation, and formal closing of the project.

Special consideration will be given to new and innovative training techniques in the execution of project activities and the participation of more women in every phase of the project or process... The project's management information system and performance reports will provide sex disaggregated data.

Target Group and Partners

- ❑ Government: Ministry of Manpower and Transmigration, Local Manpower Offices, and Industrial Relations Court.
- ❑ Social partners: Association of Indonesian Employers (APINDO), Foreign Chambers of Commerce, workers' organization mainly the major confederations in Indonesia (KSPSI, KSPI, and KSBSI).
- ❑ Others: Bipartite Institutions and Tripartite Institutions.

Management Framework

A Chief Technical Advisor (CTA) will manage the project. S/he will be responsible for the administrative, operational, technical supervision and implementation of the different project interventions. The CTA will report to the Director of the ILO Area Office in Jakarta. The Area office will provide administrative support for the project. The specialists on relevant subjects to the project in ILO/SEAPAT in Manila will provide technical backstopping. The CTA can also draw technical support from relevant technical units of ILO Geneva as well as ILO Training Center in Turin.

Project execution will be based on institutional cooperation between the ILO and the partner institutions of the project. Institutional cooperation schemes will also be set up with various other organizations, for example, bipartite and tripartite institutions that play important role in the project implementation.

An office in Jakarta, comprising of one (1) National Project Coordinator, one (1) Administrative Assistant/Secretary, one (1) Researcher, and one (1) driver/messenger will support the CTA. This office will handle project activities in the selected ten (10) provinces.

A Project Advisory Committee (PAC) will be constituted, to provide overall guidance and direction to the Project and to periodically review programme progress. It is foreseen that the PAC would meet on a quarterly basis, and members would provide their services free of charge.

Inputs

Inputs provided by ILO

- ❑ Technical and administrative support and backstopping.
- ❑ Programming and administrative support from the ILO's Office in Jakarta.
- ❑ Technical support and backstopping through the ILO's sub regional Offices in Manila, ILO office in Geneva, and ILO Training Center in Turin.

Inputs provided by the Constituents

- ❑ Governments, Employers' and Workers' organizations will be provided resources to organize training programmes at provincial level for lower level officials. However, this will be done under the close supervision of NPC and ILO consultants.
- ❑ The cooperating partner organisations shall contribute a fair share in terms of human resources and other facilities. In particular, the Government will provide a full-time focal point for the CTA throughout the duration of the Project. It will also take full responsibility for facilitating the PAC, and all other tripartite meetings undertaken within the framework of the project.

Sustainability

Programme improvements will be sustained through the institution building components of the project which will consist of training, the promulgation of regulations, establishment of an industrial conflict resolution system, strengthening of employers' and workers' organizations, the development and dissemination of training manuals, and a public awareness campaign.

Measures to strengthen national know-how and institutional structures, training and other capacity-strengthening interventions will ensure that the project leaves behind a highly qualified pool of managers, trainers and advisors to continue the key activities beyond the project life. Emphasis will be placed on the training of trainers who will continue to impart training after the end of the project to maintain the institutional capacities of the social partners.

Moreover, all activities are placed within the context of ongoing programmes of each partner organization so they should, therefore, be able to continue after the end of the project. Using this participatory approach, all activities will be planned, operated and monitored through the active participation of the intended beneficiaries and local implementing partners. Programme design has been undertaken through close consultation with local partners.

The focus on leadership enhancement for women in the employers' and workers' organization will help project participants build up their own capabilities and support structures, empowering them to take responsibility for improving their own futures. This will help bring about changed conditions for women's empowerment.

Efforts to influence the thinking and policies of government officials, trade unions, and employers' organisations will also be sustained through the overall ILO country programme in Indonesia.

Planning, Monitoring, Evaluation

The CTA of the project will be required to produce an annual work plan in conformity with current ILO standards and practice, not later than two months after the project begins for endorsement by the PAC. Within six weeks of the start of each provincial component, the respective NPC and Researcher will submit to the CTA a detailed work plan and budget for the first year of implementation. The work plan will be prepared in a participatory manner, closely involving all stakeholders – the PAC, the implementing partner/s, the intended beneficiaries and all other relevant agencies. As indicated in the section on project coordination, the work plan will be closely linked with the work plans of the ILO Area Office in Jakarta and the ILO/SEAPAT in Manila.

Regular monitoring will be an integral part of each project component, and will be undertaken in close collaboration with the implementing partners. Baseline data will be gathered early in the implementation period to serve as a basis for measuring progress against indicators as specified in the project work plans. Project beneficiaries will participate in the gathering of data and information for baselines, progress and impact monitoring.

Eleven months after the commencement of the project, an independent, external evaluation will be undertaken to examine progress against objectives and to propose any changes needed in the project approaches, outputs and activities. Another independent, external evaluation in month 22 of the project will be conducted to assess whether the objectives of the project have been achieved.

Budget

In order to execute the objectives, outputs and activities detailed above, a total budget of US\$1,800,000, - will be required.