MINUTES OF MEETING
BETWEEN THE JAPANESE IMPLEMENTATION STUDY TEAM AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE REPUBLIC OF COSTA RICA ON THE JAPANESE TECHNICAL COOPERATION FOR THE PROJECT ON PRODUCTIVITY IMPROVEMENT FOR ENTERPRISES IN THE REPUBLIC OF COSTA RICA

The Japanese Implementation Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Science and Technology, signed the Record of Discussions (hereinafter referred to as "R/D") on the Japanese Technical Cooperation for the Project on Productivity Improvement for Enterprises in the Republic of Costa Rica (hereinafter referred to as "the Project").

The attached document hereto is intended to record the understanding reached between both sides in regard to the provisions stipulated in the R/D.

Alajuela, 7 December 2000

Mr. Iwao Wada
Leader,
Japanese Implementation Study Team
Japan International Cooperation Agency
Japan

Mr.Fernando Gutiérrez
Vice Minister
Ministry of Science and Technology
Republic of Costa Rica
President of Board of Directors of
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Witness of Honour

Mr. Yasuo Matsui
Ambassador of Japan

Mr.Guy de Teramond
Minister
Ministry of Science and Technology
Republic of Costa Rica

Attached Document

I General Items

1 The placement of the Last Two Discussions

Both sides agreed that the understanding of the items other than those mentioned below had no change with the one mutually confirmed in the Minutes of Discussions signed on 14 January 2000 and 10 April 2000 (hereinafter referred to as "the last two M/Ds").

2 Current Situation of Japan's Official Development Assistance

Both the Team and the Costa Rican side confirmed the current situation of Japan's Official Development Assistance (hereinafter referred to as "ODA"), that is, total amount of the budget for Japan's ODA would continue to be reduced at least within consecutive three (3) years from Japanese fiscal year 1998, and thus, it would be necessary for the Government of Japan, through JICA, to formulate and implement a furthermore feasible and sustainable project with more efficiency and effectiveness.

3 Localization of the Management of the Project

Both sides confirmed that it would be quite difficult for the Japanese side to dispatch a study team every year, once the Project was commenced, due to the budgetary constraints of Japan's ODA.

Under this circumstance, it is rather desirable that the Project management as well as its monitoring and evaluation should be localized with the initiative of the Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project, the functions and composition of which are stipulated in Annex 1.

4 Monitoring and Evaluation

(1) Project Cycle Management

Both the Team and the Costa Rican side confirmed the following:

a Project planning, monitoring and evaluation method entitled Project Cycle Management (hereinafter referred to as "PCM") has been introduced to

every Project-type Technical Cooperation project to monitor and evaluate the level of the achievement and enhance the communication for its smooth implementation;

b Since its introduction, a worksheet called Project Design Matrix (hereinafter referred to as "PDM") has been required to be prepared for the said project to apply PCM;

c PDM is a worksheet - a tool to overview a project based on an assumption - designed to analyze a multi-level chain of cause-to-effect such as input to output, output to project purpose and project purpose to overall goal;

d Because the PDM explicitly shows the interrelations of the chain elements (input, output, project purpose and overall goal), it can be used as a framework whether or not the goals have been obtained either during or after the project;

e The matrix table of PDM should be created at the design stage of the project, not at the stage of evaluation;

f As a result, every project is now required to be output-oriented, rather than input-oriented;

g In other words, while "Dispatch of experts", "Training counterpart personnel (hereinafter referred to as "C/P") in Japan" and "Provision of machinery and equipment" are main three (3) components of the Project-type Technical Cooperation, more emphasis is now placed on the output from the transfer of technology to the C/P by Japanese experts, while the rest, that is, "Training C/P in Japan" and "Provision of machinery and equipment" are regarded as the supplement for the smooth implementation of technology transfer from the experts to the C/P.

(2) Introduction of five (5) basic evaluation components

The Team explained to the Costa Rican side that in parallel with the introduction of PDM, JICA has introduced five (5) basic evaluation components as shown in Annex 2.

(3) Monitoring

a Based on the PDM as well as the said evaluation components, regular monitoring on the Project's achievement should be implemented primarily by the C/P and the experts.

b Within the first six (6) months after the commencement of the project, the monitoring system should be established by the said local initiative and that every six (6) months from thereof, monitoring should be done and the result should be reported to the organizations and/or personnel concerned with the Project.

c To materialize the philosophy, both sides prepared the draft of "Monitoring and Evaluation Plan" as shown in Annex 3.

d The specific discussions and the methods as well as formats for monitoring and evaluation of the Project are described in the Section I-4 and II-13.

(4) Evaluation

Both sides reconfirmed the following:

a The final evaluation of the Project will be conducted jointly by both sides through JICA approximately six (6) months before the termination of the cooperation period in order to examine the level of achievement of the objectives of the Project;

b Other evaluations may be conducted as and when necessary during and after the cooperation period to better monitor the progress and sustainment of the objectives of the Project.

In this connection, the Team further explained to the Costa Rican side the methodology of final evaluation as follows:

a The latter's evaluation team should include the personnel who are not directly involved in the Project to secure the fairness of the said evaluation, while JICA will hire a consultant exclusively for the Japanese evaluation team for the same reason;

b The said consultant will be dispatched beforehand to the Project and gather necessary information and data to facilitate the said evaluation and compile the draft evaluation grid, the sample of which is listed in the last Minutes of Meeting (hereinafter referred to as "M/M") and so forth;

c Aside from the preparation of the said grid, all evaluation activities will be implemented according to the PDM and the five (5) basic evaluation components will be used as the viewpoints for the evaluation;

d The other members of the Japanese evaluation team will be dispatched to prepare the Joint Evaluation Report with the Costa Rican evaluation team.

II The Specific Items Regarding the Project

1 Name of the Project

Both sides reconfirmed that the name of the Project is the **Japanese Technical Cooperation for the Project on Productivity Improvement for Enterprises in the Republic of Costa Rica.**

2 Agency concerned with the Project

(1) Ministry of Science and Technology

Ministry of Science and Technology (hereinafter referred to as "the Ministry") will be the overall responsible ministry for the Project.

The present organization chart of the Ministry is shown in Annex 4.

(2) CEFOF

The Project will be implemented by the Technical Instructor and Personnel Training Center for Industrial Development of Central America in the Republic of Costa Rica (hereinafter referred to as "CEFOF").

The present organization chart of CEFOF is shown in Annex 5.

3 Administration of the Project

Vice-Minister of the Ministry will bear overall responsibility for the administration and implementation of the Project as the Project Director.

Executive Director of CEFOF, as the Project Manager, will be responsible for the managerial and technical matters of the Project.

Academic Director of CEFOF will be designated as the Project Coordinator.

The provisional organization chart for the administration of the Project is as shown in Annex 6.

4 Duration of the Japanese Technical Cooperation for the Project

Both sides reconfirmed that the duration of the technical cooperation for the Project by the Government of Japan would be five (5) years from 20 January 2001.

5 Site of the Project

Both sides reconfirmed that the site for the Project should be the existing building of CEFOF, of which address and other information are as follows:

Address; 450mts.Sur de Materiales Arpe, Carretera a Villa
Bonita, Alajuela, Costa Rica
Apartado 1908-4050 Alajuela, Costa Rica
Phone ; (506)441-7199
Facsimile; (506)442-6437
Home Page; www.cefof.ac.cr

The present buildings and facilities of CEFOF are shown in Annex 7.

The draft layout of machinery and equipment is shown in Annex 8.

6 Master Plan of the Project

(1) Concept and scope of the Project

Both sides confirmed that the Project would be a part of the CEFOF's activities and would conduct consulting service and information and promotion services in Costa Rica, aiming at upgrading the productivity improvement activities of CEFOF. The provisional conceptual image of the Project is shown in Annex 9.

(2) Objectives of the Project

Both sides confirmed the objectives of the Project agreed in the R/D as follows:

(Overall Goal)

The productivity improvement activities through CEFOF will be strengthened in Costa Rica and in the Region.

(Project Purpose)

CEFOF will be able to implement and upgrade productivity improvement activities to Costa Rican enterprises.

(3) Outputs of the Project

0. The management system of the Project will be enhanced.
1. The technical capability of C/P will be upgraded.
2. Consulting service will be implemented systematically.
3. Information and promotion services will be upgraded.

(4) Activities of the Project

0-1 Allocate necessary personnel as planned.
0-2 Formulate and monitor plans of the Project activities.
0-3 Make budget plan and execute properly.
0-4 Operate management system.
0-5 Install, operate and maintain equipment properly.
1-1 Assess the technical capability of C/P.
1-2 Make plan of technology transfer to C/P.

1-3 Implement technology transfer to C/P.

1-4 Monitor and evaluate the result of technology transfer to C/P.

2-1 Make plan of consulting activities.

2-2 Identify clients through company visits, etc..

2-3 Define consulting model.

2-4 Conduct consulting services.

2-5 Evaluate the results of consulting services.

3-1 Make plan of information and promotion activities.

3-2 Implement information and promotion services.

3-3 Monitor and evaluate the results of information and promotion services.

(5) Project Design Matrix (PDM)

As the outcome of the discussion, both sides reviewed the PDM as listed in Annex 10.

Both sides further confirmed that the PDM might be reviewed with the progress of the Project. The Narrative Summary of the PDM should correspond to the Master Plan of the Project stipulated in the R/D. In case in which the Output and Activities of the Master Plan should be changed due to the situation of the Project, both Governments will agree to and confirm the changes by exchanging Minutes of Meeting.

Taking the importance of PDM into consideration, both sides reconfirmed that all the C/P should be familiar with the PDM, thus the internal discussion should be held among the C/P before the commencement of the Project.

7 Fields and Items of Technology Transfer

(1) Target group

Both sides confirmed that, at the initial stage of the Project, the target group of the Project would be selected from CEFOF staff, whose list is shown in Annex 11.

As the Project proceeds, the target group may also cover small and medium scale enterprises in Costa Rica mostly in the form of On-the-job training (hereinafter referred to as "OJT").

With respect to the small and medium scale enterprises in other countries in the Region as the target group, the Project would cover them during the Project period within the framework as stipulated in the Section II-6 above. Details of such cooperation would be studied taking into consideration the availability of experts and C/P, needs in the Region and achievement of the Project Purpose at that stage.

Further, both sides agreed that CEFOF would make all necessary arrangements for such activities including detailed proposal to Costa Rican Government, Japanese Government and any other countries if necessary.

(2) Fields and items of technology transfer

Based on the revised conceptual image of the Project shown in Annex 9, both sides confirmed that the fields of technology transfer in the Project would be (1) Quality management, (2) Production management, (3) Administrative management and (4) Productivity measurement / Promotion as shown in Annex 12.

The technology transfer items (some more details of each field of technology transfer) are listed in the Technical Cooperation Program (hereinafter referred to as "TCP") as shown in Annex 12.

(3) Charts for project planning and management

The Team explained to the Costa Rican side and the latter understood the purposes and interrelations of the charts for Project Planning and Management as shown in Annex 13.

In this connection, both sides discussed to review or formulate the said charts as follows:

A PDM

The PDM is shown in Annex 10.

B TCP

Both sides confirmed that technology transfer was to be implemented according to TCP as shown in Annex 12.

C Annual Technical Cooperation Program (ATCP)

Both sides further discussed the Annual Technical Cooperation Program (hereinafter referred to as "ATCP") as shown in Annex 14.

D Plan of Operations (PO)
Both sides revised the Plan of Operations (hereinafter referred to as "PO") as shown in Annex 15.

E Annual Plan of Operations (APO)
Both sides further discussed the Annual Plan of Operations (hereinafter referred to as "APO") as shown in Annex 16.
The activities and its schedule are still provisional and subject to change with the progress of the Project.

F Tentative Schedule of Implementation (TSI)
Both sides reviewed Tentative Schedule of Implementation (hereinafter referred to as "TSI") as shown in Annex 17.

G Annual Tentative Schedule of Implementation (ATSI)
Both sides further discussed the Annual Tentative Schedule of Implementation (hereinafter referred to as "ATSI") as shown in Annex 18.

Both sides confirmed that the program and schedule were subject to change with the progress of the Project.

(4) Methodology of technology transfer

Considering the effectiveness of the technology transfer, both sides share following understandings (technology of consultation as an example).

Generally the process of technology transfer could be classified as Off-the-job training (hereinafter referred to as "OFF-JT"), and OJT. OFF-JT takes a form of lectures and exercises of solving case studies while OJT in this project would be done through conducting consulting activities in real enterprises.

In the first stage of the Project, which would roughly correspond to the first year, the core knowledge of productivity improvement would be transferred through OFF-JT. The curriculum in this stage would be common to all the C/P candidates.

Annex 12 shows some details of the lecture topics. Company visits will be carried out for their quick assessment.

In the second stage, which would start in the second year and would continue till the fourth year, the curriculum would consist of OFF-JT and OJT with more emphasis on the latter. The OFF-JT would be dealing with specialized subjects in the fields of technology transfer and would be given to C/P of the corresponding group formed as described in Section II- 8. OJT would be done through conducting diagnosis and other consulting activities in real enterprises under the guidance of Japanese experts in charge of the field.

In the third or final stage, roughly the fifth year, emphasis would be given more on the development of consulting methodology while continuing consulting activities in order to ensure that the C/P could carry out consulting activities without the guidance of Japanese expert after the end of the Project.

8 Selection and Assignment of C/P

As the result of the discussion between both sides, which was based on the results of the interview conducted by a member of the Team with the twenty two (22) staff of the CEFOF's Academic Area, they were classified into three groups, according to the level of their ability, experience, etc.

The three groups mentioned above are as follows;

Senior C/P:

C/P who have most of basic knowledge and are expected to become leaders in each field developing consulting business and programs by the end of the Project period.

Since they already have most of basic knowledge in the field they are assigned, they do not necessarily need to attend the OFF-JT on full-time basis so that the disturbance to the CEFOF's training and other activities due to their absence could be minimized.

Main C/P:

C/P who do not have sufficient basic knowledge but are judged to have prospects to become capable of practicing consulting activities by themselves in the field they are assigned to by the end of the Project period.
These people need to attend the OFF-JT in the first stage (mentioned in Section II-7) on full-time basis.

Part-time C/P:

C/P whose background and experience is specialized but whose participation in the OFF-JT are expected to develop their capability in their present and future assignments.

The OFF-JT classes they may attend will be advised by the CEFOF management.

The twenty two (22) CEFOF staff mentioned above have been further classified into four groups by field of technology transfer in the Project considering their own choice, their aptitude to the consultation in the field in question, etc. The result of the grouping is shown as the Technical C/P in Annex 11. CEFOF may appoint other academic staff who was not considered in the above selection processes.

In the first year, as mentioned in Section II-7, they all would receive OFF-JT together. For the administrative convenience, one of C/P in each group would be nominated as "Group Leader".

In the first year of the Project, both sides would be mainly concerned about the performance of the Senior C/P and Main C/P.

Through the assessment of C/P by both sides in the first year, the rearrangement of C/P allocation would be made in the beginning of the second year, to make each group consist of three or so persons who receive technology transfer through OJT on the full-time basis. They are selected from the Senior and Main C/P mentioned above.

Other than those selected in the above can still participate in the OFF-JT classes as the part-time C/P in the first stage.

9 Services Provided by the Project

Both sides agreed that the Project would provide the following services for small and medium scale enterprises.

(1) Consulting services

a Production management

b Quality management

c Administrative management

(2) Information and promotion services

a Productivity measurement

(a) Macro and industrial sector level

(b) Micro level

b Seminars and other services for productivity promotion

10 Measures to be Taken by the Japanese Side

(1) Dispatch of Japanese experts

Both sides confirmed that the following Japanese experts would be dispatched in compliance with the items and fields as stipulated in TCP as per Annex 12:

(Long-term experts)

a Chief Advisor

b Coordinator

c Production management expert

d Quality management expert

e Administrative management expert

f Productivity measurement expert

(Short-term experts)

Short-term experts will be dispatched to cover specific fields and supplement long-term experts as shown in TCP.

The number and duration for the said short-term experts will be further discussed in due course of the time.

Both sides confirmed the field and the timing of dispatch of short-term experts in the Japanese Fiscal Year (hereinafter referred to as "JFY") 2001 as shown in ATSI attached as Annex 18.

The Team commented to CEFOF and the latter agreed that the above plan is tentative and subject to change by the reason of the recruitment of experts and the availability of the budget and so on.

(2) Training of the Costa Rican C/P in Japan

a) Acceptance of trainees by Japanese side

The Team explained to the Costa Rican side and the latter understood that a certain number (0-3) of C/P would be accepted yearly for training in Japan during the cooperation period.

b) Term and timing of training

The term and timing will be discussed further between Japanese experts and the Costa Rican side, taking into consideration the budget appropriation of JICA.

c) Items of technology transfer

The items of technology transfer that will be covered by training in C/P are shown in TCP.

d) Nomination of C/P to be trained in Japan

Furthermore, both sides reconfirmed that the nomination of the C/P to be trained in Japan for the Project should always be closely consulted with the Japanese experts during the cooperation, as the said training were regarded as the supplement to the technology transfer by the Japanese experts on site and further agreed that, as a matter of course, the C/P might apply for other training courses provided by JICA or any other organizations, however, sufficient consultation should also be held between the Japanese experts and the C/P in charge before the application, to avoid impeding the smooth implementation of the Project.

e) Plan for JFY 2000

(a) C/P training in Japan for JFY 2000 will be held during the forth quarter of JFY 2000 approximately two (2) weeks in March.

(b) The seats for the JFY 2000 are at most three (3).

f) Plan for JFY 2001

(a) C/P training in Japan will be approximately for one (1) month during the third quarter of JFY 2001 and number of C/P will be two (2) at most.

(3) Provision of machinery and equipment

Both sides reconfirmed that any machinery and equipment provided by the Japanese side should be regarded as only a tool and material to accomplish the technology transfer for the Project, and thus minimum provision would be made.

As a result of discussion based on the above-mentioned principle, both sides agreed to provide the machinery and equipment necessary for the following objectives.

a)Technology transfer for implementation of consulting services and information and promotion services

b) Management of the Project

The list of machinery and equipment necessary for the Project is shown in Annex 19.

11 Measures to be Taken by the Costa Rican Side

Both sides agreed that the measures to be taken by the Costa Rican side would be as follows:

(1) Assignment of the counterpart personnel

For the successful implementation of the Project, the Costa Rican side will provide the services of C/P and administrative personnel as listed in Annex 11.

(2) Local cost

Both sides confirmed that the timely allocation of necessary amount of local cost by the Costa Rican side would be indispensable for the successful implementation of the

Project.

The local cost to be allocated to the Project is shown in Annex 23.

(3) Machinery, equipment and materials

a) The Costa Rican side will supply or replace at its own expenses machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than those provided by the Government of Japan through JICA during and after the technical cooperation period for the Project.

Both sides also reconfirmed that the future calibration of machinery and equipment would be borne by the Costa Rican side.

b) The Costa Rican side also reconfirmed that they would be responsible for the basic infrastructure to install the equipment.

The list of the equipment and machinery provided by the Costa Rican side is shown in Annex 21.

(4) Buildings and facilities for the Project

The buildings of CEFOF will be used as a Project site. Layout of buildings and facilities is shown in Annex 7.

Current floor layout and configuration of the equipment is shown in Annex 22.

(5) The office space for the Japanese experts

Offices for the Japanese experts will be prepared in the existing building of CEFOF by the commencement of the Project and be equipped properly with office equipment necessary to conduct the Project such as phones, facsimile, photocopy machine as well as necessary office furniture.

The office space and layout for Chief Advisor, Coordinator and Experts is shown in Annex 20.

(6) Allocation of the C/P and other administrative staff

For the successful implementation of the Project, the Costa Rican side will provide the services of the C/P and administrative personnel as listed in Annex 11.

The Team further explained to the Costa Rican side and the latter agreed the following:

a) As the fundamental training is extended for all the C/P at the initial stage of the Project, the trained C/P should effectively train new C/P not to hamper the smooth implementation of the Project;

b) Should the allocation of the C/P be changed for either the personnel or administrative reasons, the Costa Rican side will immediately take necessary measures to supplement the C/P for the Project by assigning appropriate number of personnel.

(7) Budget

a) The budget to be allocated to the Project is shown in Annex 23.

The Costa Rican side explained and the Japanese side understood that the Costa Rican Government had applied financial restrictions to its institutions, including CEFOF. However, the Ministry of Science and Technology would make efforts to maintain the level of financial assistance to CEFOF in 2001 that was similar to that of 2000, and gradually increase it between 2002 and 2005, taking into consideration the importance of the Project for Costa Rica.

b) Local cost

In this connection, both sides reconfirmed that the Costa Rican side would make its best effort to bear necessary local cost for the smooth implementation of the Project as also stipulated in Section II-11- (2)

(8) Privileges, exemptions and benefits to the Japanese experts

The Government of the Republic of Costa Rica will grant in the Republic of Costa Rica privileges, exemptions and benefits to the Japanese experts and their families which are no less favorable than those accorded to experts of third countries working in the Republic of Costa Rica in accordance with the corresponding provisions of the Agreement on Technical Cooperation between the Government of Japan and the

Government of the Republic of Costa Rica signed in Tokyo on 24 May 1985.

(9) Sustainability of the Project

The Costa Rican side will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of the Japanese technical cooperation, through the full and active involvement in the Project by all related authorities, beneficiary groups and institutions so that the technologies and knowledge acquired by the C/P through the Project will ultimately contribute to the economic and social development of the Republic of Costa Rica.

(10) Public relations (Publicity)

Both sides confirmed that the intensive publicity on the Project would be implemented by making best use of all communication tools. Both sides also confirmed that CEFOF would be responsible for the publicity and budget for the following publicity in the Project.

a) Publishing of leaflet

Within six (6) months from the commencement of the Project, the first edition of leaflet for the Project, which is written in both English and Spanish, should be prepared by the collaboration of Japanese experts and the C/P and thus, any person/organization concerned with the Project can get a certain image of it.

b) Other provision of information

Aside from the memorial occasion, integrated public relation should be implemented timely as well as regularly.

12 Joint Coordinating Committee (JCC)

Both sides agreed that, for the effective and successful implementation of technical cooperation for the Project, JCC will be established whose functions and composition are described in Annex 1.

The Team recommended to the Costa Rican side and the latter agreed that in addition to the JCC, regular meetings should be held within the Project with specific purposes with the active consultation.

13 Common Format of the Project

Both sides confirmed that the following formats should be prepared by using software like Microsoft Office, taking account of easiness of correction and access, confirmed by six (6) months after the commencement of the Project and revised properly for the implementation and monitoring the progress of the Project:

(1) List of the clients which CEFOF provides with advisory and consulting services with necessary information
(2) Evaluation sheet of technology transfer (Annex 24)
(3) Result of OJT consulting activities (Annex 25)
(4) Questionnaire to the attendees of seminars

Both sides confirmed that the draft of such format would be prepared at the beginning stage of the Project, if possible, taking into consideration the harmonization with the existing formats in CEFOF.

Furthermore, both sides affirmed that the results of the technology transfer should be retained in writing, in the same quality and at easy access, as much as possible, so that any personnel concerned for the Project can grasp and monitor the content and progress of the Project.

14 Others

(1) Both sides reconfirmed that the common language used in any activities of the Project should be English.

(2) Both sides reconfirmed the nature and scheme of the Project-Type Technical Cooperation by the Government of Japan, including the request forms, such as Form A1, Form A2A3, Form A4 and the R/D.

III List of Attendants

A list of attendants of the discussions is shown in Annex 26.

List of Annexes

Annex 1 The Function and Composition of Joint Coordinating Committee

1. Functions

The joint coordinating committee will be held at least once a year and whenever necessity arises. Its functions are as follows:

(1) To review the overall progress of the Project implementation as well as its achievement;
(2) To approve the Annual Plan of Operations (APO) of the Project in line with the Tentative Schedule of Implementation (TSI) and the Plan of Operations (PO) formulated under the framework of the Record of Discussions;
(3) To coordinate necessary actions to be taken by both sides;
(4) To exchange views on major issues arising from or in connection with the technical cooperation program.

2. Provisional Composition

(1) Chairperson
Vice Minister, Ministry of Science and Technology

(2) Committee Members
(Costa Rican side)
a. Project Director
b. Project Manager
c. Project Coordinator
d. C/P designated by the Project Director
e. Representative of Ministry of Foreign Affairs (International Cooperation Division)
f. Representative of the Chamber of Industry
g. Other personnel concerned with the Project decided by the Costa Rican side, if necessary

(Japanese side)
a. Chief Advisor
b. Coordinator
c. Japanese Experts designated by the Chief Advisor
d. Representative(s) of the JICA Office in Costa Rica
e. Other personnel concerned to be decided and dispatched by JICA, if necessary

Note:
Official(s) of Embassy of Japan in Costa Rica may attend the Committee as observer(s).

ANNEX 2 Five (5) Basic Evaluation Components

1. Five Basic Evaluation Components

The five basic components defined by JICA as mentioned below are in line with those used for evaluation work by Development Assistance Committee(DAC) and other international assistance organizations. Introduction of these components has enabled a consistent, well-balanced evaluation, which minimizes evaluator biases. Further, it allows us to share results, knowledge and lessons with other aid organizations, since we are using common components and discussing issues with them from the same viewpoints.

(1) Efficiency

Evaluate the method, procedure, term, and cost of the project with a view to productivity.

(2) Effectiveness

Evaluate the results in comparison with the goals (or revised goals) defined at the initial or intermediate stage, and evaluate the attributes (factors and conditions) of the results.

(3) Impact

Evaluate the positive and negative effects of the project, extent of the effect and beneficiaries.

(4) Relevance

Perform a preliminary evaluation as to whether the needs in the country have been correctly identified, and whether the design is consistent with the national and/or master plan.

(5) Sustainability

Evaluate the autonomy and sustainability of the project after the termination of cooperation, from the perspectives of preparation, management, economy, finance and technology.

2. Relation between the Five Basic Components and the PDM

The five components are used for the evaluation and a selection of a project. These components are directly connected to the elements of the PDM as shown in the Figure on the following Page.

(1) Efficiency

The component "efficiency" is a measure to qualitatively and quantitatively compare all resources (input) to the results (output) of the project in order to evaluate the economic efficiency of conversion from input to output.

(2) Effectiveness

The component " effectiveness" is a measure to evaluate whether the project purpose has been achieved or not, to evaluate how much the output contributed to the achievement of the project purpose, or to evaluate whether or not the characteristics of the output were as expected.

(3) Impact

The component "impact " refers to evaluation of foreseeable or unforeseeable as well as favorable or adverse effects that a project has on society. To evaluate impact, both the overall goal and the project purpose should be referred to in the beginning of the evaluation. Evaluation with this component can lead to confirmation as to whether or not the overall goal has been obtained. Evaluation with this component requires comprehensive surveys in many cases.

(4) Relevance

The component "relevance" is comprehensive evaluation of whether or not the project meets the overall goal, the politics of both the donor and recipient, local needs and given priority levels. This is used to decide whether the project should be continued, reformulated or terminated.

(5) Sustainability

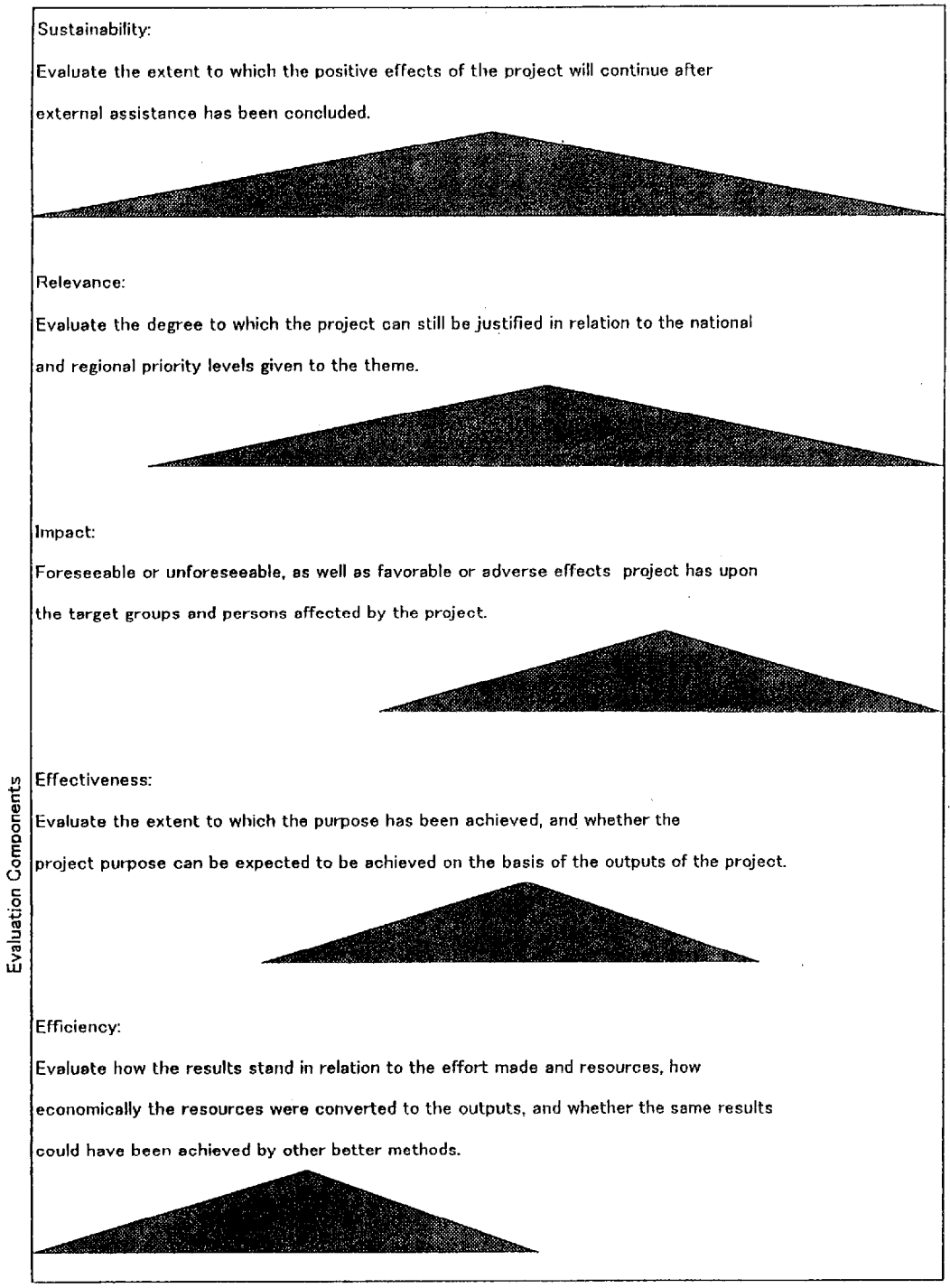
The component "sustainability" is comprehensive evaluation of how long the favorable effects of the project can continue after the project has been

terminated. Evaluation with this component is required for decisions on how long local resources should continue to be used for the project, and to evaluate the importance the country receiving the assistance attaches to the project. According to the OECD (1989), "sustainability" is a component to be used as the final test of the success of a development project.

All five components are essential for all projects or programs. The five components give necessary information to the decision-maker so that he/she can decide how to approach the next step. Since each of the five components build on the intervention strategy, they also lay the foundation for standardization in monitoring and information handling within and among organizations and agencies.

In practice, each of the five components should also contain project-specific information.

Annex 2-1 Five Basic Evaluation Components



Five Components vs. Goal Hierarchy

Annex 3 Monitoring and Evaluation Plan (Draft)

Name of the Project	The Project on Productivity Improvement for Enterprises in the Republic of Costa Rica		
Duration of Cooperation	5 years starting from 20 January 2001		
Study Team			
Period of the Study			
Division in Charge	First Technical Cooperation Division, Mining & Industrial Development Cooperation Department	Staff in Charge	

I Activities and Contents of the Project

The activities and contents of the Project are shown in the following Charts for Project Planning and Management:

1 Project Design Matrix (PDM)

Project Design matrix for the Project was formulated by the Implementation Study team in consultation with the Costa Rican side.

2 Plan of Operations (PO)

Plan of Operations for the Project was formulated by the Implementation Study Team in consultation with the Costa Rican side.

3 Annual Plan of Operations (APO)

Annual Plan of operations for the Project was formulated by the Implementation Study Team in consultation with the Costa Rican side.

4 Technical Cooperation Program (TCP)

Technical Cooperation Program for the Project was formulated by the Implementation Study Team in consultation with the Costa Rican side.

5 Annual Technical Cooperation Program(ATCP)

Annual Technical Cooperation Program for the Project was formulated by the Implementation study Team in consultation with the Costa Rican side.

II Monitoring and Evaluation System

1 Monitoring

The following monitoring is scheduled to be held during the cooperation period:

(1) Periodical Monitoring

The periodical monitoring is to be implemented, the contents of which are to be discussed on the occasion of regular meetings in the Project, such as Weekly Technical Meeting to be implemented by Long-term technical experts and the Costa Rican technical C/P including the Project Coordinator and Weekly, Monthly and Quarterly Project Management Meeting to be implemented by Chief Advisor, Project Coordinator, Long-term experts as well as Project

(2) Monitoring

Monitoring will be done every six (6) months by the Project. The results will be presented to the Joint Coordinating Committee (JCC) and distributed to the organizations concerned and/or personnel involved in the Project.

2 Evaluation

Evaluation of the Project will be conducted jointly by the two Governments through□JICA and the Costa Rican authorities concerned in the middle and during last six(6) months of the cooperation term in order to examine the level of achievement as stipulated□in the R/D.

JICA will dispatch the final evaluation team and also the mid-term evaluation team. In any manner, any evaluation should be jointly implemented by both sides and the outcome should be submitted and reported at the JCC in the form of Joint Evaluation Report and are to be signed by both sides, if possible.

III Tentative Schedule for Monitoring and Evaluation

Date	Monitoring or/ Evaluation and other related activities	Party in Charge of Implementation	Reporting
December 2000	Signing of the R/D	Implementation Study Team, The Costa Rican side	R/D, M/M
December 2001	Monitoring (1)	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC, Monitoring Report
June 2002	Monitoring (2)	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC, Monitoring Report
December 2002	Monitoring (3)	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC, Monitoring Report
June 2003	Monitoring (4)	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC, Monitoring Report
December 2003	The Midterm Evaluation	Japanese experts, The Costa Rican C/P To be confirmed by Advisory Team and JCC members	M/M at JCC, Monitoring Report

Date	Monitoring or/ Evaluation and other related activities	Party in Charge of Implementation	Reporting
June 2004	Monitoring (5)	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC, Monitoring Report
December 2004	Monitoring (6)	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC, Monitoring Report
June 2005	The final Evaluation	Japanese experts, The Costa Rican C/P To be confirmed by Evaluation Team and JCC members	Final Evaluation Report, M/M at JCC, Monitoring Report
December 2005	The Final monitoring	Japanese experts, The Costa Rican C/P To be confirmed by JCC members	M/M at JCC , Monitoring Report
19 January 2006	Completion of the cooperation		

IV Criteria and Item for Monitoring and Evaluation

1 Criteria and Item for Monitoring

(1) PDM (Project Design Matrix)

(2) PO (Plan of Operations) and APO (Annual Plan of Operations)

(3) TCP (Technical Cooperation Program) and ATCP (Annual Technical Cooperation Program)

(4) Evaluation Sheet of Technology Transfer

(5) Monitoring Sheet of Technical Cooperation

(6) Others if necessary

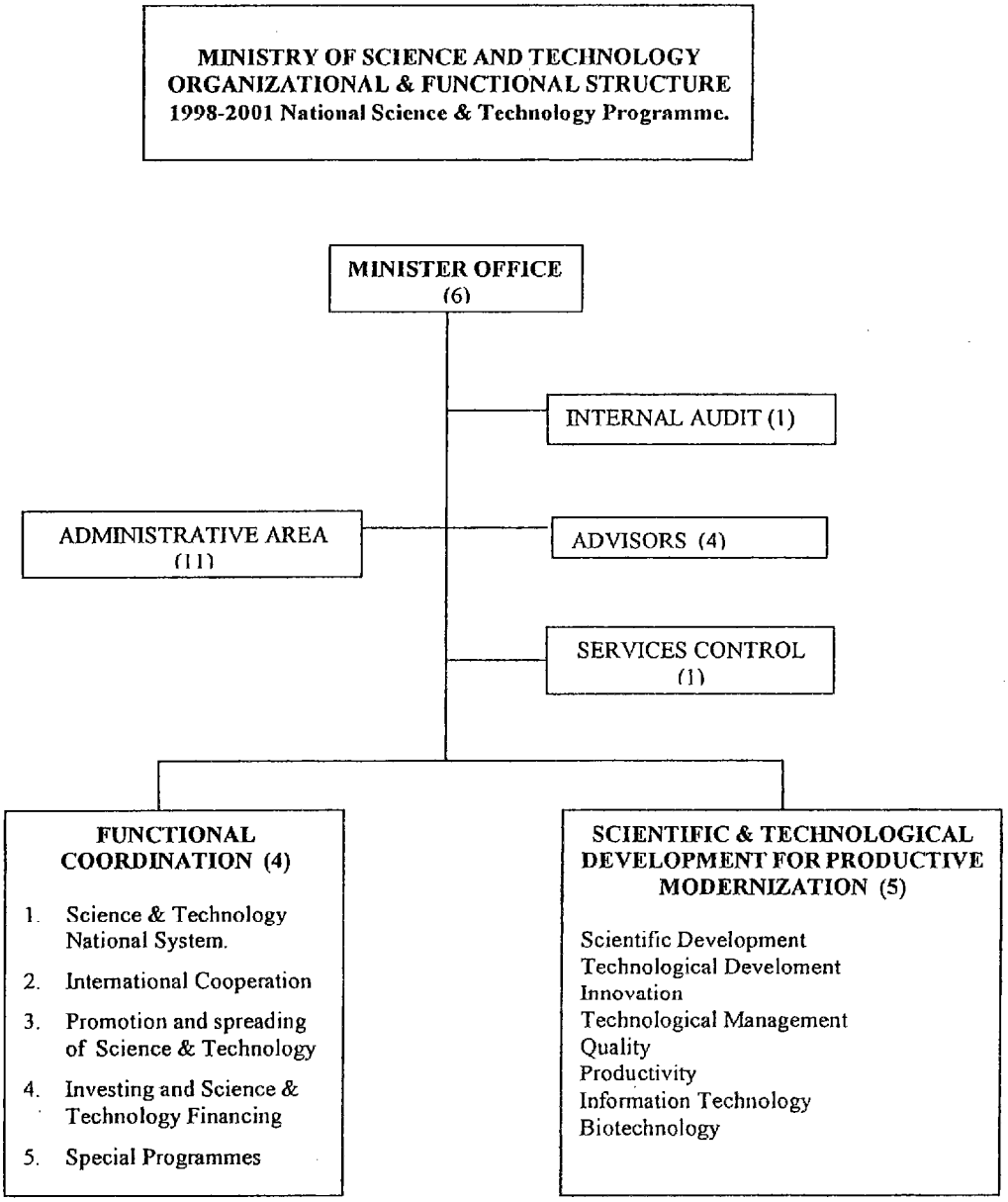
If technology transfer does not progress as planed, the Project will study the interior/exterior factors to hamper, take necessary countermeasures and will revise the plan.

The above mentioned charts will be confirmed on the occasion of the first monitoring scheduled in (Month Year).

2 Criteria and Item for Evaluation

Criteria and Item for Evaluation will be prepared by the Project based on the Evaluation Grid and also be confirmed on the occasion of the first monitoring scheduled in (Month Year).

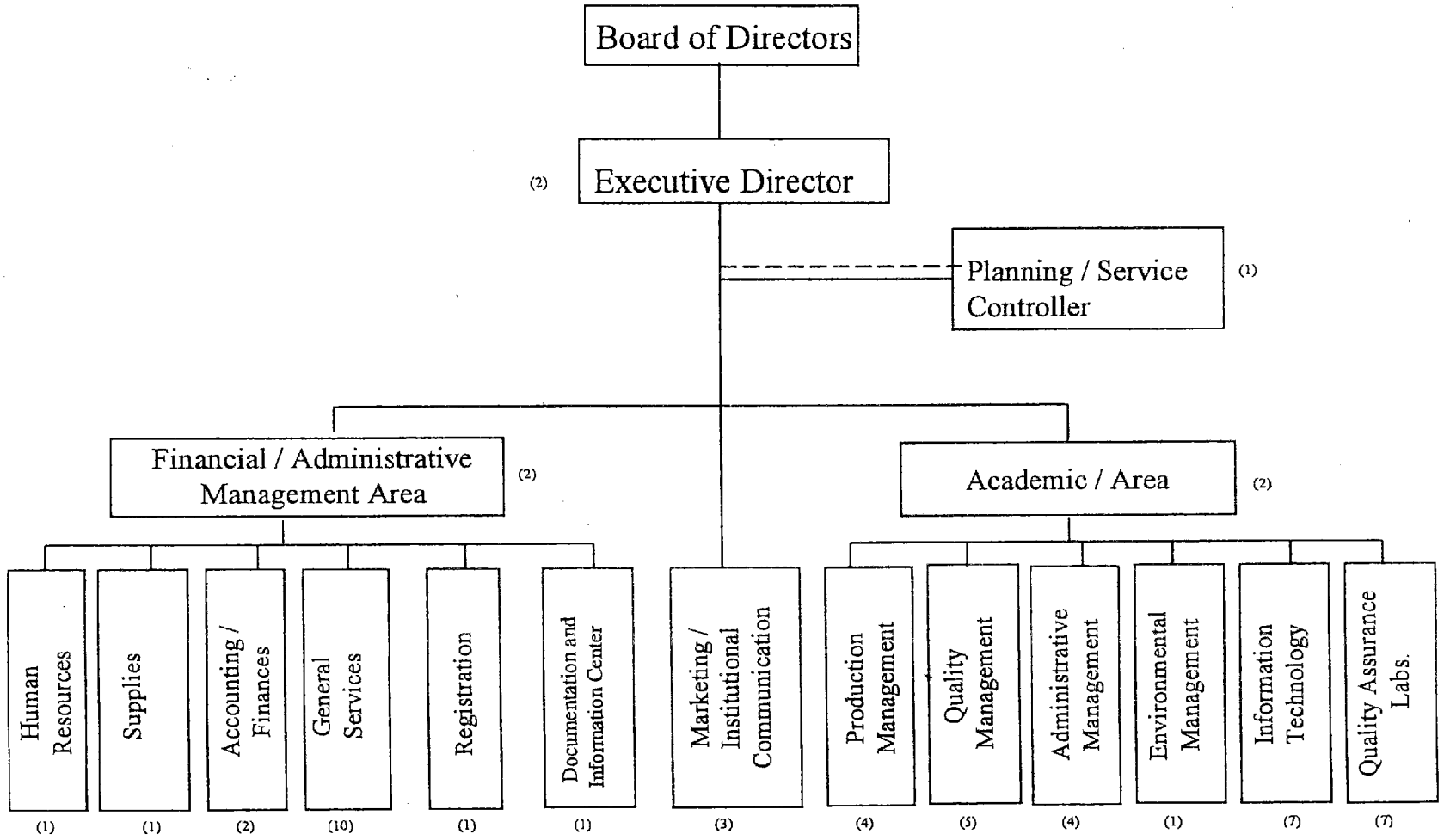
Annex 4 **Organization Chart of the Ministry of Science and Technology**



NOTE : ( ) is number of staff

Annex 5 Organization Chart of CEFOF

POSITIONAL CHART

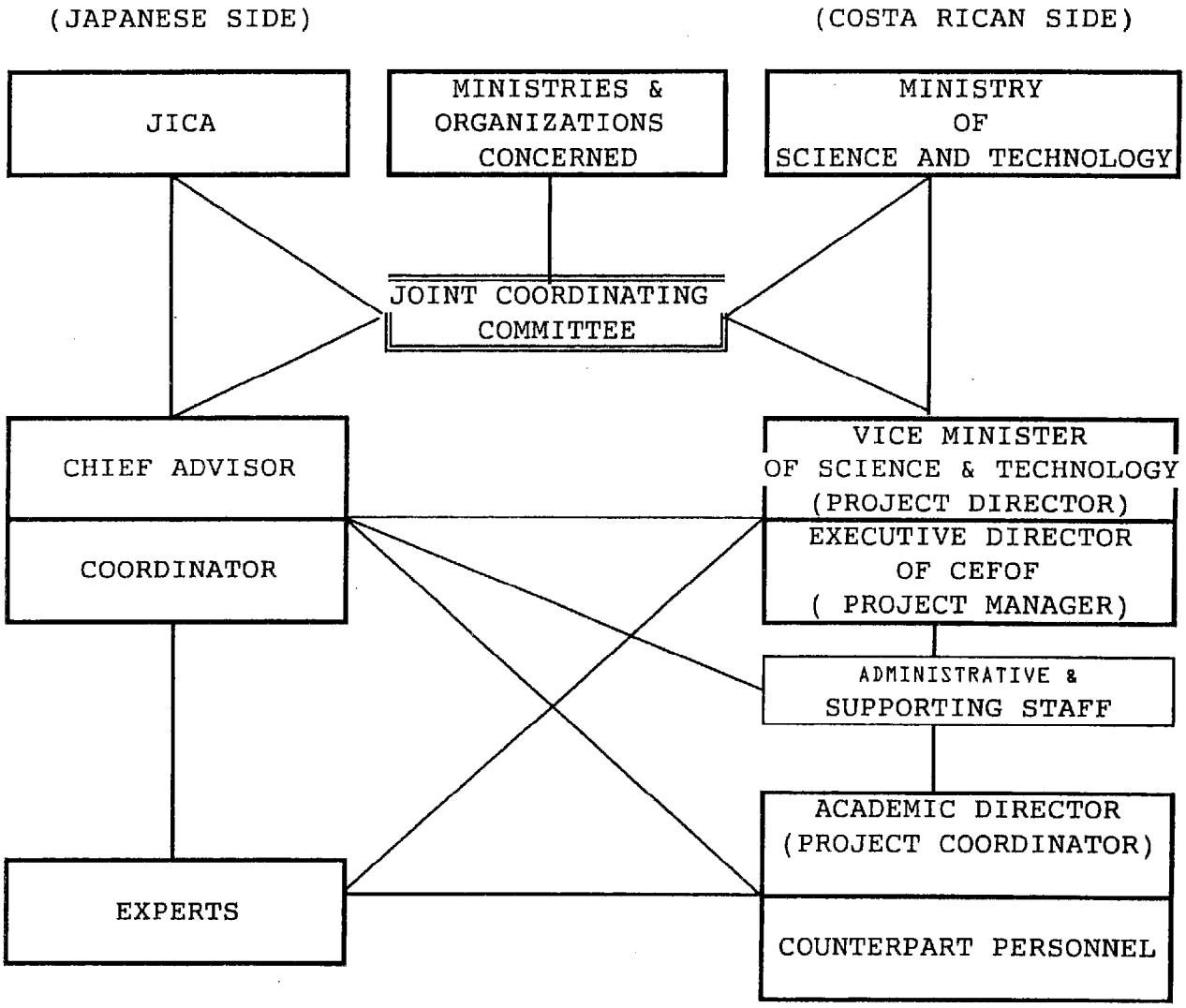


Annex 5-1

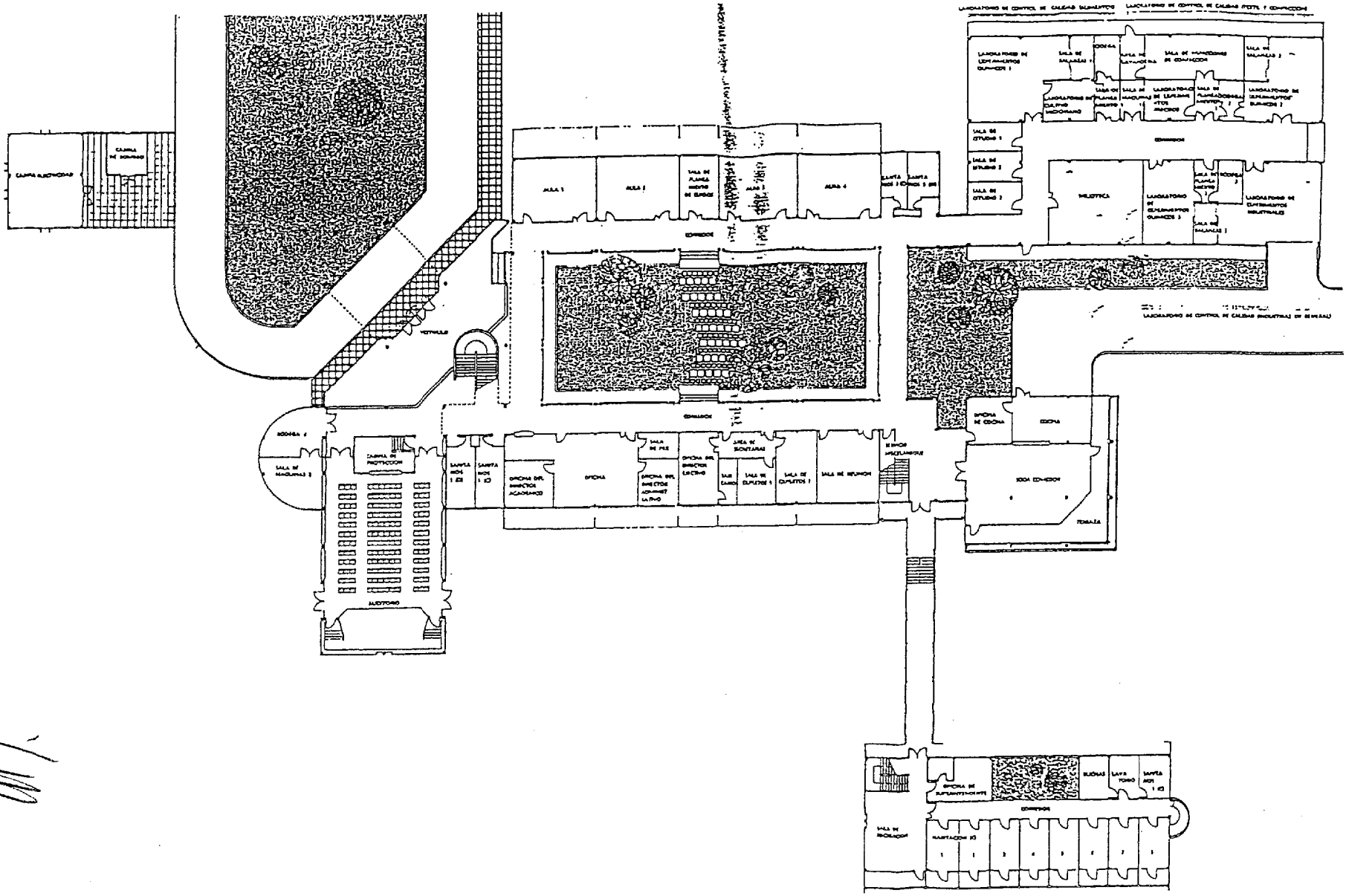
Board Directors

Mr. Fernando Gutiérrez Ortíz	Chairman Representative of the Ministry of Science and Technology, MICIT.
Mr. Marvin Herrera Araya	Representative Social Secutrity and Labour Ministry. MTSS.
Mr. Orlando Morales Matamoros	Representative Public Education Ministry. MEP
Ms. Jeannete Soto	Representative Executive Presidency of Learning National Institute. INA
Mr. Luis Javier Blandino	Representative of Costarican Union Chambers and Private Enterprises Associations. UCCAEP
Mr. Litleton Bolton Jones	Representative President Chamber of Costa Rica's Industries. CICR
Mr Armando Rojas E..	Representative Ministry of Economy, Industry and Commerce. MEIC

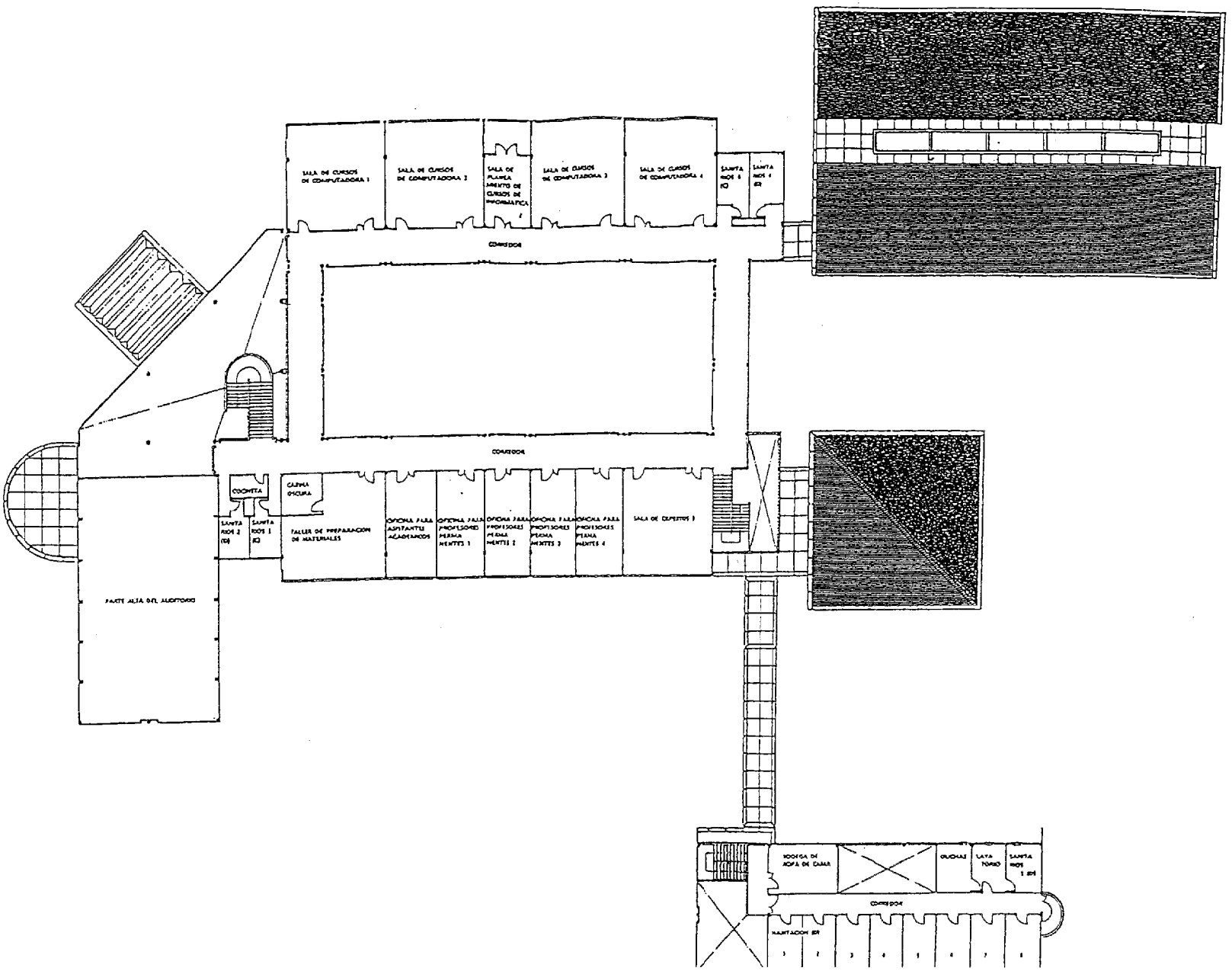
Annex 6 The Provisional Organization Chart for the Administration of the Project



Annex 7 The present layout of buildings and facilities of CEFOF

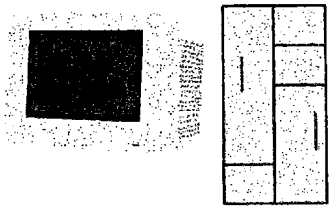


Annex 7 The present layout of buildings and facilities of CEFOF

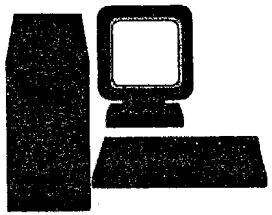


Annex 8
Layout of machinery and equipment

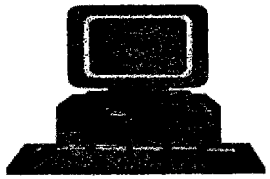
CEFOF's present Equipment



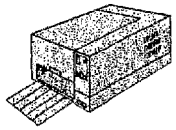
IBM RS/6000 520H



SUN MICROSYSTEM SERVER

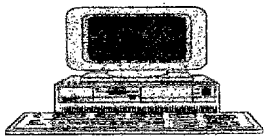


IBM POWER PC 25T



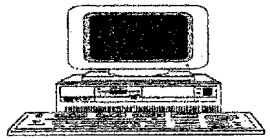
LASER PRINTER

MODEM

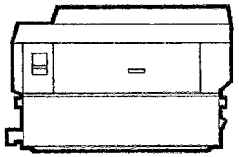


IBM PS/2-486

CISCO ROUTER



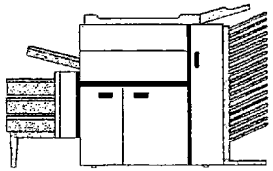
PC Compatible



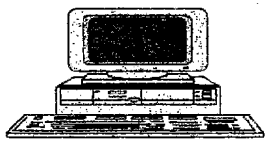
COPY MACHINE

Portable Computer

CEFOF's New Equipment (inside a circle ◯)

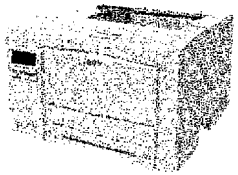


HEAVY DUTY
COPY MACHINE

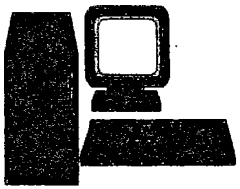


DESKTOP COMPUTER

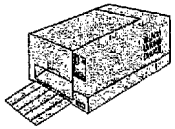
PORTABLE COMPUTER



COLOR
LASER
PRINTER



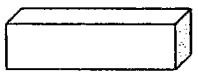
SUN
MICROSYSTEM
SERVER



LASER PRINTER

MODEM

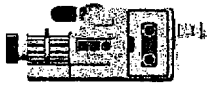
ACCESS
SERVER



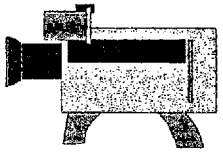
SWITCH

CEFOF's New Equipment (inside a circle ◯)

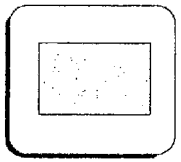
NEW NETWORK



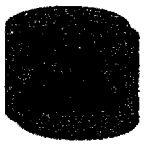
DIGITAL VIDEO CAMARA



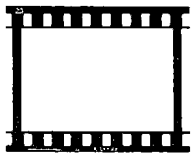
PORTABLE VIDEO SIGNAL PROJECTOR (4)



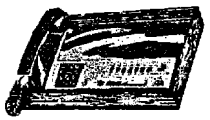
ELECTRIC RETRACTILE SCREEN (3)



PUBLISHING S/W



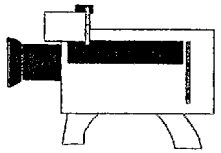
PORTABLE PROJECTOR SCREEN (3)



ACCESSORIES FOR UPGRADING PBX

DIGITAL CAMERA (2)

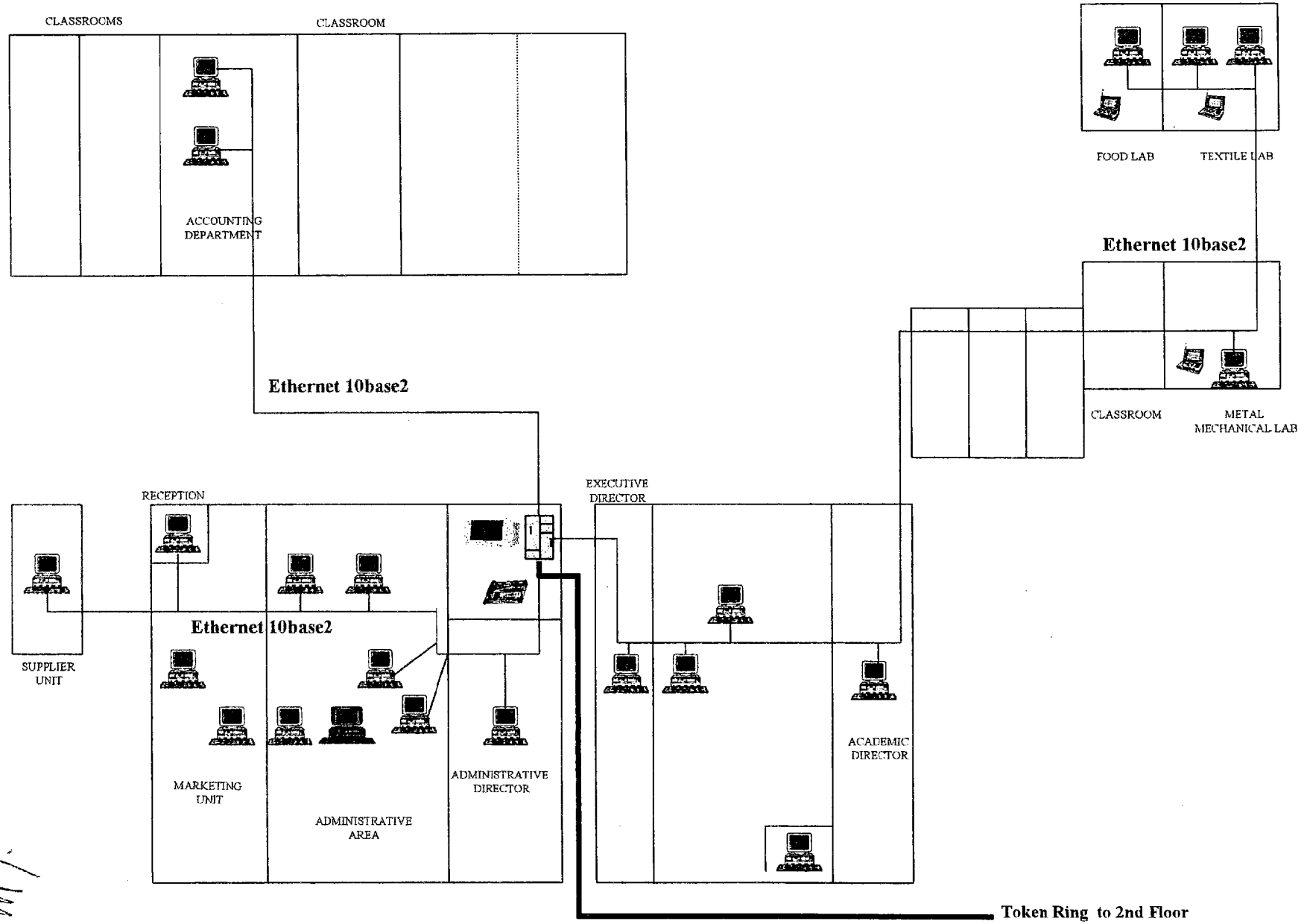
DVD EQUIPMENT MO DEVICE CD-R



VIDEO VISUALIZER (2)

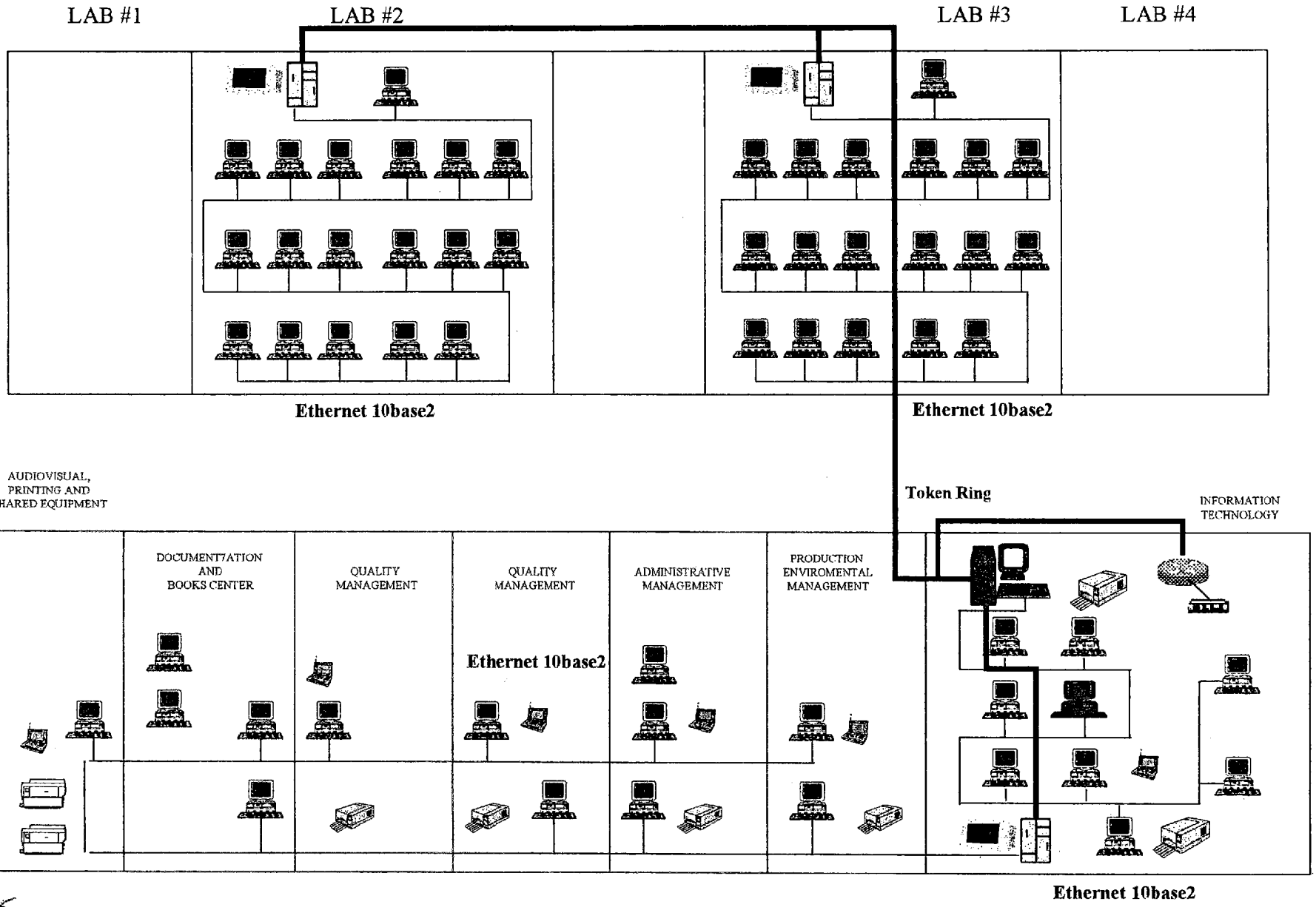
First Floor

CEFOF's present Layout



Second Floor

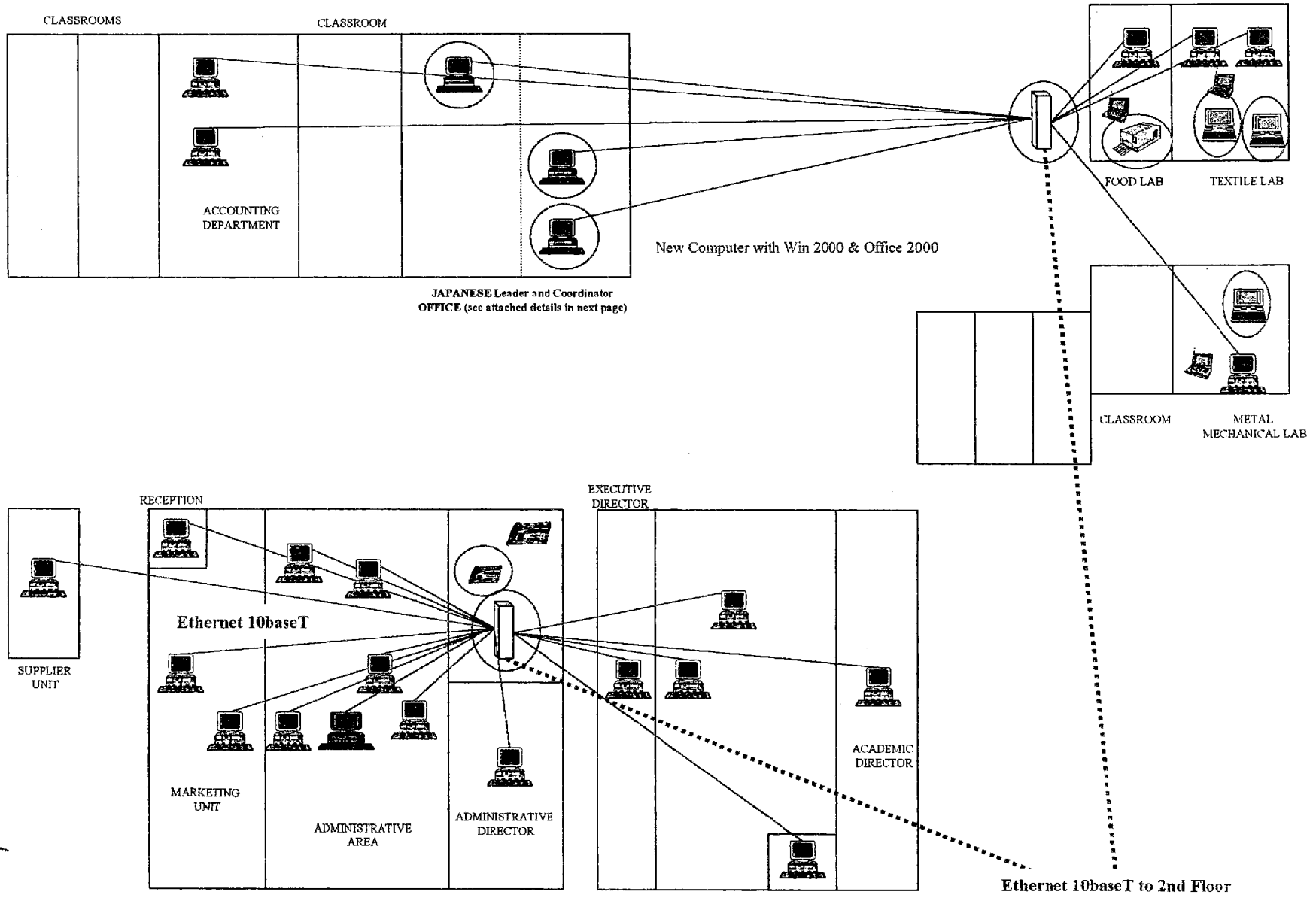
CEFOF's present Layout



First Floor

New = ◯

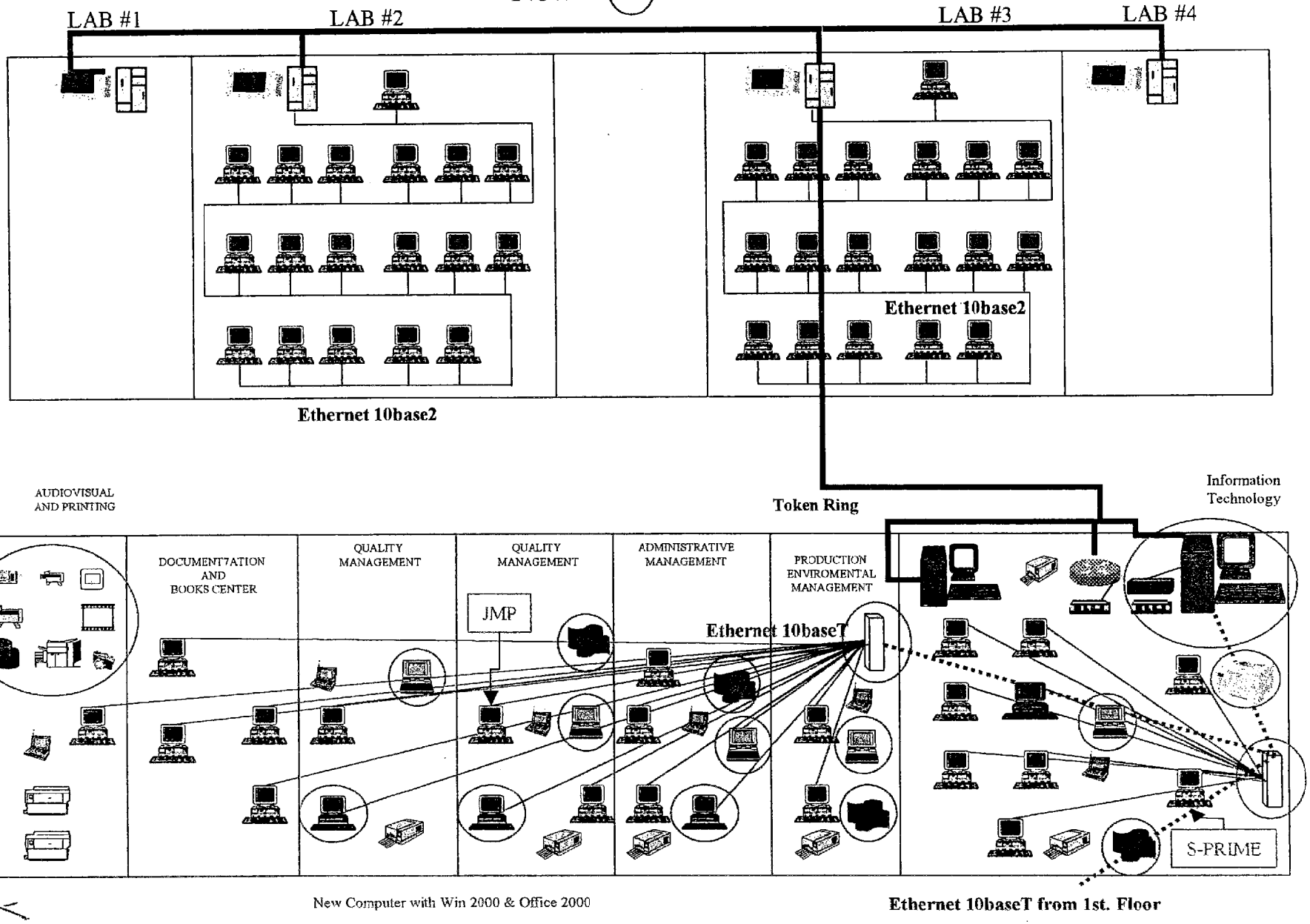
CEFOF's new Layout



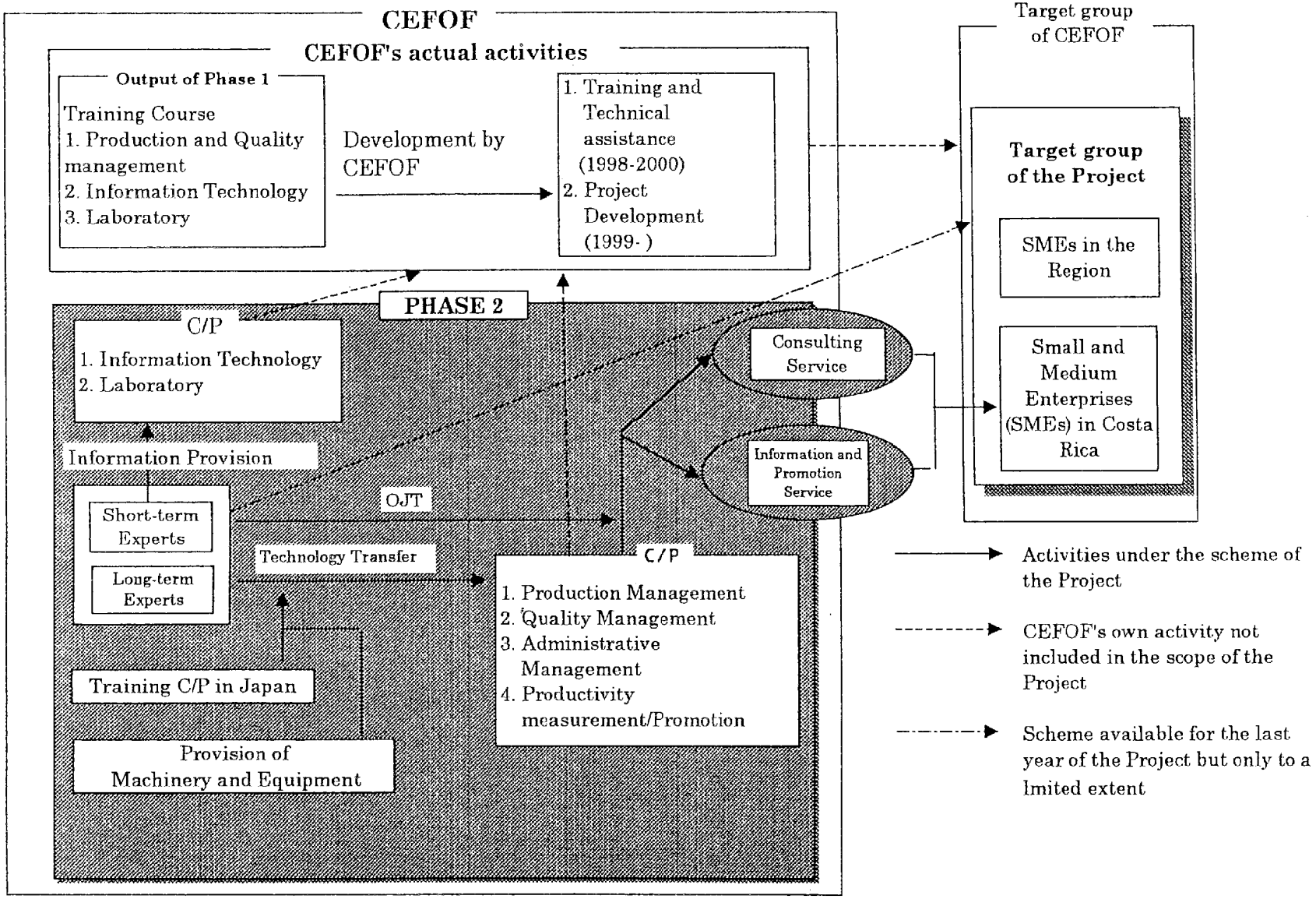
Second Floor

New = ◯

CEFOF's new Layout



Annex 9 Provisional Conceptual Image of the Project



Annex 10 Project Design Matrix (PDM)

Narrative Summary	Verifiable Indicators	Means of Verification	Important□Assumption
(Overall Goal) The productivity improvement activities through CEFOF will be strengthened in Costa Rica and in the Region.	1 Expansion of activities of CEFOF and its networks in Costa Rica and in the Region 2 Increase in number and sectors of beneficiaries of activities of CEFOF and its networks in Costa Rica and in the Region 3 Level of social recognition of CEFOF in Costa Rica and in the Region	1 CEFOF record 2 CEFOF record 3 Interview with clients and questionnaire to clients and related organizations	a There is no drastic change in political and economic situation in the Republic of Costa Rica. b The existing national policy on promoting productivity improvement will maintain its continuity.
(Project Purpose) CEFOF will be able to implement and upgrade productivity improvement activities to Costa Rican enterprises.	1 Number and types of beneficiaries of activities of CEFOF 2 Level of satisfaction of beneficiaries with activities of CEFOF	1 CEFOF record 2 Interview with and questionnaire to clients and related organizations	a The networks with beneficiaries and organizations supportive to CEFOF will be strengthened.
(Outputs) 0. The management system of the Project will be enhanced. 1. Technical capability of C/P will be upgraded. 2. Consultation services will be implemented systematically. 3. Information and promotion service will be upgraded.	0-1 Number of Staff 0-2 Budget and settlement account 0-3 Number of JCC and meeting 0-4 Operational condition of machinery and equipment 1-1 Allocation of C/P 1-2 Assessment of C/P by the Japanese experts 1-3 Assessment of C/P by the Costa Rican side 2-1 Number and target of consultation 2-2 Report of respective cases 2-3 Manuals for consultation methodology 3-1 Number and type of seminars 3-2 Number and type of productivity statistics 3-3 Material for seminars 3-4 Procedures and manual for Productivity measurement	0-1 Organization chart and CEFOF record 0-2 CEFOF accounting record 0-3 CEFOF meeting record 0-4 CEFOF equipment record 1-1 Allocation list of C/P 1-2 Evaluation sheet of technology transfer 1-3 Evaluation sheet of technology transfer 2-1 CEFOF record 2-2 Consulting Activity Record, Report of respective cases 2-3 List of manuals 3-1 CEFOF record 3-2 CEFOF record 3-3 List of teaching material 3-4 List of procedure and manuals	a. The trained C/P remain at CEFOF. b. Costa Rican government will continue to subsidize CEFOF adequately. c. Costa Rican government will clarify the linkages between her policy to promote industrial development in Costa Rica and functions of CEFOF

(Activities)	Input		
	The Costa Rican side	The Japanese side	a C/P will remain at CEFOF.
0-1 Allocate necessary personnel as planned. 0-2 Formulate and monitor plans of the Project activities. 0-3 Make budget plan and execute properly. 0-4 Operate management system. 0-5 Install, operate, and maintain equipment properly 1-1 Assess the technical capability of C/P 1-2 Make plan of technology transfer to C/P 1-3 Implement technology transfer to C/P. 1-4 Monitor and evaluate the result of technology transfer to C/P. 2-1 Make plan of consulting services. 2-2 Identify client through company visit, etc. 2-3 Define consulting model 2-4 Conduct consultation 2-5 Evaluate the results of consulting services. 3-1 Make plan of information and promotion services. 3-2 Implement information and promotion services. 3-3 Monitor and evaluate the results of information and promotion services.	1 Provision and maintenance of building and facilities for the Project site 2 Allocation of the C/P and Administrative personnel (1) C/P a. Project Manager 1 b. Project Coordinator 1 c. Technical C/P 22 (2) Administrative Personnel 2 (3) Supporting Staff a Secretary 1 b Driver 1 c Other supporting staff necessary 3 Provision of machinery and equipment and their maintenance 4 Local Cost Necessary budget for the implementation of the Project	1 Dispatch of Japanese experts (1)Long-term Experts a Chief Advisor b Project Coordinator c Production management d Quality management e Administrative management f Productivity measurement (2)Short-term Experts Appropriate number of short-term experts will be dispatched as necessity arises. 3 Costa Rican C/P Training in Japan A certain number (0-3) of the C/P yearly 4 Provision of machinery and equipment	(Preconditions) a Costa Rican government continues to stress its policy to promote productivity development.

Annex 11

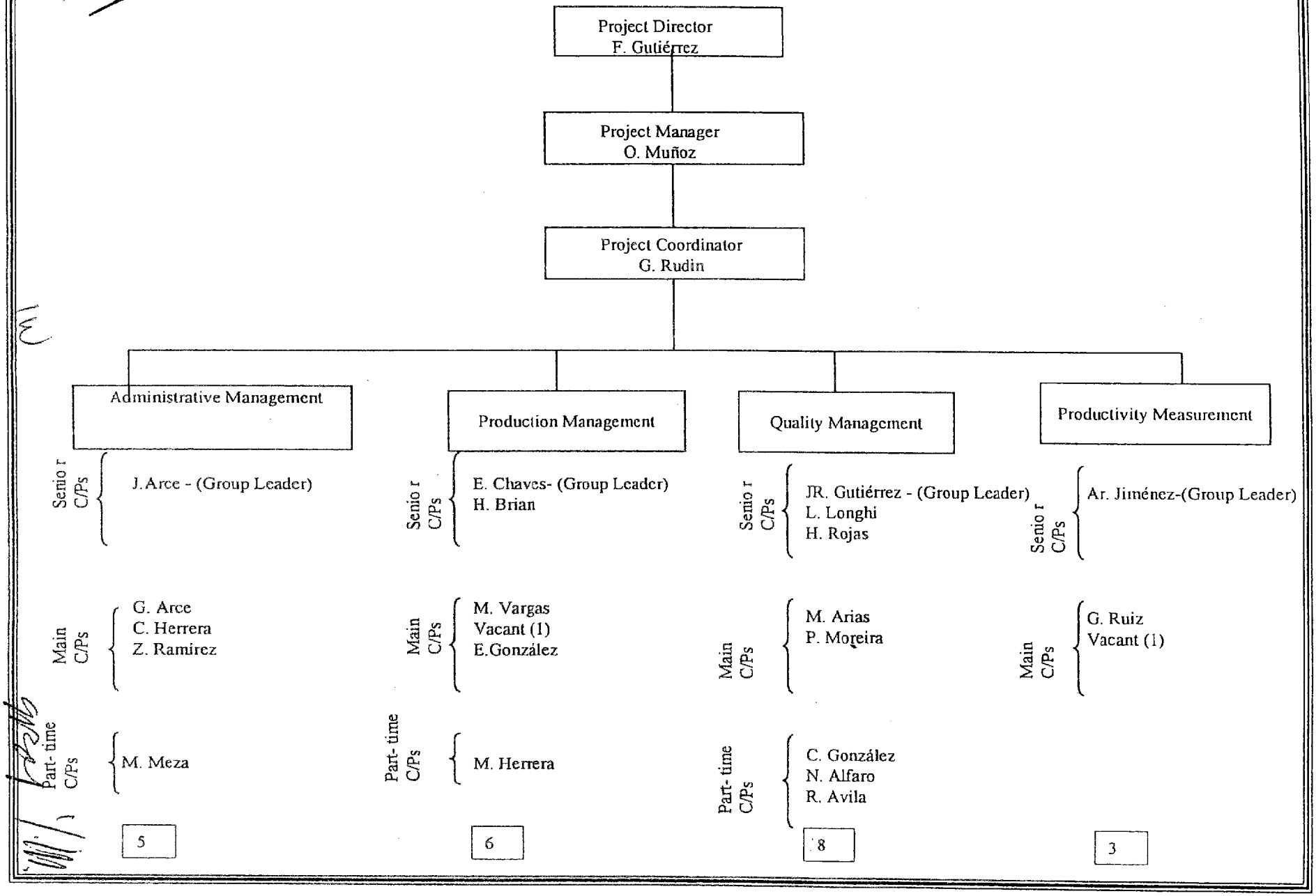
LIST OF C/P AND ADMINISTRATIVE PERSONNEL

Center staff	N°	Function	N°	Position	N°	Name	Date of employment
Director	1	Executive Directorate	1	Executive Director	1	Olman Muñoz	1992.09.16
	1	Planning Evaluation	1	Planning Evaluation	1	Jorge Bermúdez	1994.01.17
	2	Marketing	2	Marketing	2	Luis Felipe Araya To be hired	1999.09.16
	2	Secretary	2	Secretary	2	Ericka González Jenny Cruz	1998.12.01 1993.07.15
Administrative staff	18	Administrative Directorate	1	Administrative Director	1	Gerardo Soto	1992.09.16
		Accountant	2	Public Account Assistant Account	1 1	Elías Gamboa To be hired	1994.01.01
		Human Resources	1	Human Resources	1	Gustavo Arias	1997.04.14
		Registration	1	Registration Controller	1	Elizabeth Murillo	1992.09.16
		Supplies	1	Supplies	1	Jose Rodriguez	1993.05.07
		Secretary	1	Secretary	1	Maureen Alfaro	1994.04.01
		General Services	1	General Affairs Supervisor	1	Walter Conejo	1992.09.16
		Cleaning staff and other services	10	Reception Inf. and Docum. Center Didactic Resources Driver Miscellaneous Duties	1 1 1 2 5	Carmen Alpízar Marjorie Arias Douglas Bolaños Ramiro Alfaro Luis Castro Luis Hernández Alvaro Loría Jose Fco. Lanuza Marianela Vasquez Alexis Sibaja	1993.12.01 1994.02.01 1993.02.01 1993.04.13 1994.01.17 1992.10.15 1993.04.01 1993.04.01 1997.09.01 1998.06.29
Academic staff	30	Academic Directorate	1	Academic Director	1	German Rudín	2000.07.24
		Secretary	1	Secretary	1	Ileana Cartín	1993.02.01
		Quality	5	Instructor	5	Luigi Longhi • Jose R. Gutiérrez • Pedro Moreira • Hazel Rojas • Marianela Arias •	1993.04.12 1997.05.01 1997.04.14 1993.01.18 1997.04.14
		Environmental	1	Instructor	1	Erick Chaves •	1998.03.16

		Production	4	Instructor	4	Hugo Brian • Maynor Vargas • To be hired • To be hired •	1999.10.01 2000.10.16
		Information Technology (management)	7	Instructor	7	Marcelo Meza • Arlette Jiménez • Nuria Alfaro • Allan Jiménez Rocío Avila • Gustavo Ruiz • Minor Campos	1993.01.25 1993.03.22 1993.01.18 1997.07.01 1995.08.28 1996.08.19 1997.05.06
		Administrative Transfer	4	Instructor	4	Jose Arce • Gregorio Arce • Zianne Ramírez • Carlos Herrera •	1995.11.01 1993.04.16 1994.03.01 1993.03.16
		Laboratories	7	Instructor	3	Carmen González • Enrique González • Marvin Herrera •	1998.04.15 1992.09.16 1994.04.01
				Laboratory Assistant	4	Gaudy Barrantes Estela Villalobos Jorge Vargas Anthony Castillo	1999.09.16 1998.02.23 1993.04.01 2000.09.16
TOTAL	54						

• Counterparts

Annex 11-1 List of Counterparts



Annex 12 Tentative Technical Cooperaion Program (TCP)

* LTE Works might be undertaken by STE in some cases

Off JT
OJT
Combination of OJT and Off JT

2000.12.03

				CPs	By	2001 I	2001 II	2001 III	2001 IV	2002 I	2002 II	2002 III	2002 IV	2003 I	2003 II	2003 III	2003 IV	2004 I	2004 II	2004 III	2004 IV	2005 I	2005 II	2005 III	2005 IV
1	Productivity Improvement																								
	1.1	General Basic Knowledge of Management																							
		1.1.1	Basics of Production Management	All	LTE A																				
		1.1.2	Basics of Quality Control & Assurance	All	LTE B																				
		1.1.3	Basics of Business Strategy & Marketing	All	LTE C																				
		1.1.4	Basic of Management Accounting & Finance	All	LTE C																				
		1.1.5	Basics of HRM	All	STE																				
		1.1.6	Basics of IT Applications & Management	All	STE																				
	1.2	Development Consulting Methodology																							
		1.2.1	Diagnosis System	All	All LTE																				
		1.2.2	Supplemental Material for Consultation	All	All LTE																				
		1.2.3	Consulting Methodology Model	All	All LTE																				
2	Production Management																								
	2.1	Basic Concept of Production Management																							
		2.1.1	Obstacles for production	Pro.	LTE A																				
		2.1.2	Control of Daily Production	Pro.	LTE A																				
		2.1.3	Inventry and Supply System	Pro.	LTE A																				
		2.1.4	KAIZEN for Production	Pro.	LTE A																				
		2.1.5	Management of factory	Pro.	LTE A																				
	2.2	Analytical and Improvement Method																							
		2.2.1	TPM(incl. Preventive Maintenance)	Pro.	LTE A																				
		2.2.2	Lean Production System	Pro.	LTE A																				
		2.2.3	Cost Improvement by VE/IE	Pro.	LTE A																				
		2.2.4	Experimental Design(TAGUCHI Method)	Pro.	LTE A																				
	2.3	Practical Use(Implementation) of Knowledge & Techniques																							
		2.3.1	Activities as lecturers to deepen knowledge(about once every month)	Pro.	LTE A																				
		2.3.2	Case Study through Company Visit	Pro.	LTE A																				
		2.3.3	Diagnosis of Production Management	Pro.	LTE A																				
		2.3.4	Long Term Consultation	Pro.	LTE A																				
		*Consulting Activities, including quick diagnosis, are scheduled to be implemented at about 10 companies every year.																							
	2.4	Current Issues (Information Provision)																							
		2.4.1	Environmental Management	Pro.	TRC/STE																				
		2.4.2	Hoshin Management	Pro.	LTE A																				
		2.4.3	Supply Chain Management	Pro.	LTE A																				
		2.4.4	Six Sigma Activity	Pro.	LTE A																				
		2.4.5	IT for Production	Pro.	STE/LTE																				
3	Quality Management																								
	3.1	Basic Concept of Quality Management																							
		3.1.1	History and Trend of QC	Qlty.	LTE B																				
		3.1.2	QC7Tools and New QC TIs.	Qlty.	LTE B																				
		3.1.3	Statistical Quality Control	Qlty.	LTE B																				
		3.1.4	KAIZEN on Quality	Qlty.	LTE B																				
	3.2	Analytical and Improvement Method																							
		3.2.1	Total Quality Management	Qlty.	LTE B																				
		3.2.2	Quality Assurance System(incl.ISO9000)	Qlty.	LTE B																				
		3.2.3	Customer Satisfaction Analysis	Qlty.	LTE B																				
		3.2.4	QFD	Qlty.	LTE B																				
		3.2.5	Liability Theory	Qlty.	LTE B																				
	3.3	Practical Use(Implementation) of Knowledge & Techniques																							
		3.3.1	Activities as lecturers to deepen knowledge(about once every month)	Qlty.	LTE B																				
		3.3.2	Case Study through Company Visit	Qlty.	LTE B																				
		3.3.3	Diagnosis of Quality Management	Qlty.	LTE B																				
		3.3.4	Long Term Consultation	Qlty.	LTE B																				
		*Consulting Activities, including quick diagnosis, are scheduled to be implemented at about 10 companies every year.																							

				CPs	By	2001 I	2001 II	2001 III	2001 IV	2002 I	2002 II	2002 III	2002 IV	2003 I	2003 II	2003 III	2003 IV	2004 I	2004 II	2004 III	2004 IV	2005 I	2005 II	2005 III	2005 IV
	3.4	Current Issues (Information Provision)																							
		3.4.1	HACCP	Qlty.	TRC/STE																				
		3.4.2	TQM in Service Sector	Qlty.	TRC/STE																				
		3.4.3	Others(for instance QC in Software)	Qlty.	TRC/5TE																				
4	Administrative Management																								
	4.1	Basic Concept of Administrative Management																							
		4.1.1	Corporate Strategy & Policy Deployment	Adm.	LTE C																				
		4.1.2	Marketing Strategy & Sales Management	Adm.	LTE C																				
		4.1.3	Financial Management	Adm.	S/LTE																				
		4.1.4	Human Resource Development	Adm.	S/LTE																				
	4.2	Analytical and Improvement Method																							
		4.2.1	Marketing Research	Adm.	S/LTE																				
		4.2.2	Industrial Marketing	Adm.	S/LTE																				
		4.2.3	Planning Techniques and Environment Forecast	Adm.	S/LTE																				
		4.2.4	International Marketing	Adm.	S/LTE																				
	4.3	Practical Use(Implementation) of Knowledge & Techniques																							
		4.3.1	Activities as lecturers to deepen knowledge(about once every month)	Adm.	LTE C																				
		4.3.2	Case Study through Company Visit	Adm.	LTE C																				
		4.3.3	Diagnosis of Administrative Management	Adm.	LTE C																				
		4.3.4	Formulation and Presentation of Recommendations	Adm.	LTE C																				
		4.3.5	Formulating Reports and Implementation Program	Adm.	LTE C																				
		*Consulting Activities, including quick diagnosis, are scheduled to be implemented at about 10 companies every year.																							
	4.4	Current Issues (Information Provision)																							
		4.4.1	E-bussiness/E-commerce	Adm.	TRC/STE																				
		4.4.2	Date Mining	Adm.	TRC/STE																				
		4.4.3	Others(for instance Customer Relation Management)	Adm.	TRC/STE																				
5	Productivity Measurement																								
	5.1	Basic Knowledge for Micro Analysis																							
		5.1.1	Financial Statement	Msmnt	STE																				
		5.1.2	Value Added Calculation	Msmnt	STE																				
		5.1.3	Break Even Point Analysis	Msmnt	STE																				
		5.1.4	Statistics for Micro Level Productivity	Msmnt	STE																				
	5.2	Basic Knowledge for Macro Analysis																							
		5.2.1	National Income Statistics	Msmnt	STE																				
		5.2.2	Data Collection	Msmnt	STE																				
		5.2.3	Comparative Study	Msmnt	STE																				
		5.2.4	Statistics for Micro Level Productivity	Msmnt	STE																				
	5.3	Practical Use & Development of Value Added Statistics																							
		5.3.1	Activities as lecturers to deepen knowledge(about once every month)	Msmnt	LTE D																				
		5.3.2	Case Study through Company Visit	Msmnt	LTE D																				
		5.3.3	Productivity Diagnosis at Corporate Level	Msmnt	LTE D																				
		5.3.4	Comparison of Productivity at Corporate Level	Msmnt	LTE D																				
		5.3.5	Data Collection for Sectorial Index	Msmnt	STE																				
		5.3.6	Development of Sectorial Index	Msmnt	STE																				
		5.3.7	Publication of Sectorial Productivity Statistics	Msmnt	STE																				
	5.4	Current Issues (Information Provision)																							
		5.4.1	International Comparison	Msmnt	TRC/STE																				
		5.4.2	Total Factor Productivity	Msmnt	TRC/STE																				
		5.4.3	Others(for instance Industrail Policy)	Msmnt	TRC/STE																				
6	Productivity Promotion (Information Provision)																								
		6.1.1	Concept of Productivity	All	STE																				
		6.1.2	Promotion and Activities of Productivity Organization	All	STE/LTE																				
		6.1.3	Business Activities of JPC-SED	All	STE																				
		6.1.4	Current Issues of Productivity Movement	All	STE																				
		6.1.5	Consulting Business System of JPC-SED	All	STE																				
		6.1.6	Productivity Promotion Strategy	All	STE																				

Annex 13 List of the Charts for the Project Planning and Management

No.	Name of Charts	Contents
1	Project Design Matrix (PDM)	A worksheet to overview the Project based on an assumption - designed to analyze a multi-level chain of cause-to-effect such as input to output, output to project purpose and project purpose to overall goal.
2	Technical Cooperation Program (TCP)	A chart which indicates the items transferred by the Japanese experts to the C/P, namely, technology transfer items. The period to be covered by the said chart is the whole period of the Project. The minimum unit of the period in the chart is a quarter (three months).
3	Annual Technical Cooperation Program (ATCP)	A chart which materializes the respective technology transfer items in TCP. The period to be covered by the said chart is, in principle, one (1) year at most. The minimum unit of the period in the chart is a month.
4	Plan of Operations (PO)	A chart which indicates the schedule of respective activities in the PDM. The period to be covered by the said chart is the whole period of the Project. The minimum unit of the period in the chart is a quarter (three months).
5	Annual Plan of Operations (APO)	A chart which materializes the respective activities in PO. The period to be covered by the said chart is, in principle, one (1) year at most. The minimum unit of the period in the chart is a month.
6	Tentative Schedule of Implementation (TSI)	A chart which indicates the schedule of respective inputs by both sides. The period to be covered by the said chart is the whole period of the Project. The minimum unit of the period in the chart is a quarter (three months).
7	Annual Tentative Schedule of Implementation (ATSI)	A chart which materializes the respective inputs in TSI, if necessary. The period to be covered by the said chart is, in principle, one (1) year at most. The minimum unit of the period in the chart is a month.

Annex 14 Annual Technical Cooperation Program (ATCP)

		Activity	C/P	By	2001									2002		
					JFY2001											
					Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Production Management	1.1	General Basic Knowledge														
	1.1.1	Practical Technology for Productivity	All	LTE A												
	2.1	Basic Concept of Production Management														
	2.1.1	How to find obstacles for production	Pro.	LTE A												
	2.1.2	How to control daily production on PQCD	Pro.	LTE A												
	2.1.3	How to control inventory with supply system	Pro.	LTE A												
	2.1.4	How to make KAIZEN for Production	Pro.	LTE A												
	2.1.5	How to manage Factory	Pro.	LTE A												
	2.2	Analytical and Improvement Method														
	2.2.1	Material development	Pro.	LTE A												
	2.3	Practical use of Knowledge and Techniques														
	2.3.1	Activities as lecturers to deepen knowledge	Pro.	LTE A												
	2.3.2	Case study through company visit	Pro.	LTE A												
	2.4	Current Issues														
	2.4.2	Benchmarking and Hoshin Management	Pro.	LTE A												
Quality Management	1.1	General Basic Knowledge														
	1.1.2	Basic Quality Control and Assurance	All	LTE B												
	3.1	Basic Concept of Quality Management														
	3.1.1	The History and Trend of Quality Management	Qty.	LTE B												
	3.1.2	How to apply QC 7 Tools and New QC Tools	Qty.	LTE B												
	3.1.3	How to apply Statistical Quality Control	Qty.	LTE B												
	3.1.4	How to make KAIZEN on Quality	Qty.	LTE B												
	3.3	Practical use of Knowledge and Techniques														
	3.3.1	Activities as lecturers to deepen knowledge	Qty.	LTE B												
	3.3.2	Case study through company visit	Qty.	LTE B												
	3.4	Current issue														
	3.4.1	HACCP	Qty.	STE												
	3.4.2	QC in Software Development	Qty.	STE												

		Activity	C/P	By	2001									2002		
					JFY2001											
					Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Administrative Management	1.1.3	Basic of Business Strategy & Marketing														
	1.1.3.1	1) Pricing Strategy	All	LTE C												
	1.1.3.2	2)Promotion	All	LTE C												
	1.1.3.3	3)Sales Channels	All	LTE C												
	1.1.4	Basic of Management Accounting & Finance														
	1.1.4.1	1) Macro Circumstance	All	LTE C												
	1.1.4.2	2) Micro Circumstance	All	LTE C												
	1.1.4.3	3) in-house Circumstance	All	LTE C												
	1.1.5	Basic of HRM	All	STE												
	1.1.6	Basic of IT Applications & Management	All	STE												
	4.1	Basic Concept of Administrative Management														
	4.1.1	Value & Objective of Business Plan														
	4.1.1.1	1) Why is it important to have Managerial Objectives	Adm.	LTE C												
	4.1.1.2	2)How to Clarify Business Domain	Adm.	LTE C												
	4.1.1.3	3)Why it is important to Concentrate Business Resources	Adm.	LTE C												
	4.1.2	Export Marketing Strategy & Operation	Adm.	LTE C												
	4.3	Practical use of Knowledge and Techniques														
	4.3.1	Activities as lecturers to deepen knowledge	Adm.	LTE C												
	4.3.2	Case study through company visit	Adm.	LTE C												
Productivity Promotion	6.1.1	Concept of Productivity	All	STE												
	6.1.2	Promotion and Activities of Productivity Organization	All	STE/LTE												
	6.1.3	Business Activities of JPC-SED	All	STE												
	6.1.4	Current Issues of Productivity Movement	All	STE												
	6.1.5	Consulting Business System of JPC-SED	All	STE												
	6.1.6	Productivity Promotion Strategy	All	STE												

Note; ····· Material Preparation — — — Activities as lecturers

——— Lecture — · — · Company Visit

Annex 15 Plan of Operations(PO)

2000.12.03.

Calendar Year	2000	2001				2002				2003				2004				2005				06
Japanese Fiscal Year	2000	2001				2002				2003				2004				2005				
	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Term of Technical Cooperation	Signing of the R/D ▽																					
0. The management system of the Project will be enhanced.																						
0-1 Allocate necessary personnel as planned.																						
0-2 Formulate and monitor plans of activities.																						
0-3 Make budget plan and execute properly.																						
0-4 Operate management system.																						
0-5 Install, operate, and maintain properly																						
1. Technical capability of C/P will be upgraded.																						
1-1 Assess the technical capability of C/P																						
1-2 Make plan of technology transfer to C/P																						
1-3 Implement technology transfer to C/P.																						
1-4 Monitor and evaluate the results of technology transfer to C/P.																						
2. Consultation services will be implemented systematically.																						
2-1 Make plan of consulting activities																						
2-2 Identify client through company visit, etc.																						
2-3 Define consulting model																						
2-4 Conduct consultation																						
2-5 Evaluate the results of consultation																						
3. Information and promotion service will be upgraded.																						
3-1 Make plan of information and promotion services																						
3-2 Implement information and promotion services																						
3-3 Monitor and evaluate the results of information and promotion services.																						

Annex 16 Annual Plan of Operations (APO)

Output 0 The management system of the Project will be enhanced.

Calendar Year / Japan Fiscal Year	Target	2000 JFY2000 10	11	12	1	2	3	2001 JFY 2001 4	5	6	7	8	9	10	11	12	2002 1	2	3	Responsible Person in the Project(*)	Input (*)	Remarks
Term of Technical Cooperation			Signing of the R/D □							JCC □						JCC □						
0 The Management system of the Project will be enhanced.																						
0-1 Allocate necessary personnel as planned.																						
0-1-1 Make personnel allocation plan.			—							—										(IS), PD, CA	PM, CPC, TC, JPC, LE,	
0-1-2 Allocate personnel as planned.																				PM, CA	PPC, TC, JPC, LE	
0-1-3 Review personnel allocation, if necessary.										—				—	—	—				PD, CA	PM, CPC, TC, JPC, LE,	
0-2 Formulate and monitor plans of activities.																						
0-2-1 Formulate plans of activities for the Project.			—						—	—										(IS), PD, CA	PM, CPC, TC, JPC, LE,	
0-2-2 Formulate plans of activities for the first year.			—							—										(IS), PD, CA	PM, CPC, TC, JPC, LE,	
0-2-3 Review plans of activities, if necessary.														—	—	—				PD, CA	PM, CPC, TC, JPC, LE,	
0-2-4 Formulate plans of activities for the second year.																				PD, CA	PM, CPC, TC, JPC, LE,	
0-3 Make budget plan and execute properly.																						
0-3-1 Approve budget for CFY 2000.				—																PD	CPC, TC	
0-3-2 Execute budget for CFY 2000.					—	—	—	—	—	—	—	—	—	—	—	—				PM, CA	CPC, TC, LE, JPC	
0-3-3 Make budget plan for CFY 2001.								—	—	—	—	—								PM, CA	CPC, TC, LE, JPC	
0-3-4 Approve budget for CFY 2001.													—	—	—	—				PD, CA	PM, CPC, TC, JPC, LE	
0-4 Operate management system.																						
0-4-1 Review existing management system.			—							—										(IS), PD, CA	PM, CPC, TC, JPC, LE,	
0-4-2 Make plan of management system.			—							—										(IS), PD, CA	PM, CPC, TC, JPC, LE,	
0-4-3 Establish management system.										—	—	—	—	—	—	—				PM, CA,	PPC, TC, JPC, LE,	
0-4-4 Operate management system.										—	—	—	—	—	—	—				PM, CA,	PPC, TC, JPC, LE,	
0-4-5 Monitor and review management system, if necessary.															—	—				PD, CA	PM, CPC, TC, JPC, LE,	
0-5 Install ,operate and maintain properly																						
0-5-1 Provide and install necessary machinery and equipment.																						
0-5-2 Operate and maintain the machinery and equipment properly.																						

(*)

<Costa Rica side>
PD : Project Director
PM : Project Manager
CPC : Costa Rica Project Coordinator
TC : Technical Coordinator
C/P : Costa Rica C/P

<Japanese side>
IS : Implementation Study Team
CA : Cheif Advisor
JPC : Project Coordinator
LE : Long-term expert
SE : Short-term expert

Output 1 Technical capability of the C/P will be upgraded.

Calendar Year / Japan Fiscal Year	Target	2000 JFY2000: 10 11 12	2001 JFY2000: 1 2 3	2001 JFY 2001: 4 5 6 7 8 9 10 11 12	2002 JFY 2001: 1 2 3	Responsible Person in the Project(*)	Input (*)	Remarks
Term of Technical Cooperation		Signing of the R/D □		JCC □	JCC □			
1 Technical capability of the C/P will be upgraded.								
1-1 Assess the technical capability of C/P						CA, PD, PM		
1-1-1 Implement basic technical transfer.						LE, PM	JPC, LE, PM, CPC, TC	
1-1-2 Implement the company visit and discussion						LE, PM	JPC, LE, PM, CPC, TC	
1-1-3 Evaluate the C/Ps' capability as lecturers.						LE, PM	JPC, LE, PM, CPC, TC	
1-1-4 Interview the C/P and implement the assessment						LE, PM	JPC, LE, PM, CPC, TC	
1-2 Make plan of technology transfer to C/P.						CA, PD, PM		
1-2-1 Make Annual Technical Cooperation Program (ATCP) for the first year of the Project.						LE, PM	JPC, LE, PM, CPC, TC	
1-2-2 Review TCP & ATCP.						LE, PM	-	
1-2-3 Make ATCP for the second year of the Project.						LE, PM	JPC, LE, PM, CPC, TC	
1-2-4 Review TCP, if necessary.						LE, PM	JPC, LE, PM, CPC, TC	
1-3 Implement technology transfer to the C/P.						CA, PD, PM		
1-3-1 Prepare teaching material(Textbooks).						LE, PM	LE, SE, TC, C/P	
1-3-2 Implement technology transfer as planned.						LE, PM	LE, SE, TC, C/P	
1-3-3 Compile textbooks						LE, PM	LE, SE, TC, C/P	
1-4 Monitor and evaluate the result of technology transfer to the C/P.						CA, PD, PM		
1-4-1 Make monitoring and evaluation system.						LE, PM	JPC, LE, PM, CPC, TC	
1-4-2 Establish monitoring and evaluation plan.						LE, PM	JPC, LE, PM, CPC, TC	
1-4-3 Monitor the result of technology transfer to						LE, PM	JPC, LE, PM, CPC, TC	
1-4-4 Evaluate the result of technology transfer to the C/P						LE, PM	JPC, LE, PM, CPC, TC	

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Output 2 Consulting service will be implemented systematically.

Calendar Year / Japan Fiscal Year	Target	2000 JFY2000 10	11	12	1	2	3	2001 JFY 2001 4	5	6	7	8	9	10	11	12	2002 1	2	3	Responsible Person in the Project(*)	Input (*)	Remarks
		Signing of the R/D □								JCC □						JCC □						
Term of Technical Cooperation																						
2 Consulting services will be implemented systematically.																						
2-1 Make plan of consulting activities																				CA, PD, PM		
2-1-1 Discuss the plan with CEFOF																				LE, PM	JPC, LE, PM, CPC, TC	
2-1-2 Make the plan.																				LE, PM	JPC, LE, PM, CPC, TC	
2-1-3 Adjust the plan.																				LE, PM	JPC, LE, PM, CPC, TC	
2-2 Identify client through company visit, etc.																				CA, PD, PM		
2-2-1 List up the expected clients.																				LE, PM	LE, SE, TC, C/P	
2-2-2 Implement the company visits.																				LE, PM	LE, SE, TC, C/P	
2-2-3 Decide the client companies.																				LE, PM	LE, SE, TC, C/P	
2-3 Define consulting model																				CA, PD, PM		
2-3-1 Make the plan of developing consulting manuals.																				LE, PM	LE, SE, TC, C/P	
2-3-2 Make the draft.																				LE, PM	LE, SE, TC, C/P	
2-3-3 Adjust the manuals.																				LE, PM	LE, SE, TC, C/P	
2-4 Conduct consultation																				CA, PD, PM		
2-4-1 Negociate the clients.																				LE, PM	LE, SE, TC, C/P	
2-4-2 Make the contract and decide the consulting plan.																				LE, PM	LE, SE, TC, C/P	
2-4-3 Implement overall diagonosis.																				LE, PM	LE, SE, TC, C/P	
2-4-4 Make the recommendation.																				LE, PM	LE, SE, TC, C/P	
2-4-5 Negociate consulting activities in specified management area.																				LE, PM	LE, SE, TC, C/P	
2-4-6 Make the contract and decide consulting plan.																				LE, PM	LE, SE, TC, C/P	
2-4-7 Implement consulting activities in specified management area.																				LE, PM	LE, SE, TC, C/P	
2-4-8 Make the recommendation.																				LE, PM	LE, SE, TC, C/P	
2-4-9 Follow up.																				LE, PM	LE, SE, TC, C/P	
2-5 Evaluate the results of consultation																				CA, PD, PM		
2-5-1 Make monitoring and evaluation system.																				LE, PM	JPC, LE, PM, CPC, TC	
2-5-2 Establish monitoring and evaluation plan.																				LE, PM	JPC, LE, PM, CPC, TC	
2-5-3 Monitor the result of consultation																				LE, PM	JPC, LE, PM, CPC, TC	
2-5-4 Evaluate the result of Consultation.																				LE, PM	JPC, LE, PM, CPC, TC	

(*)

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Output 3 Information and promotion service will be upgraded.

Calendar Year / Japan Fiscal Year	Target	2000			2001												2002			Responsible Person in the Project(*)	Input (*)	Remarks
		JFY2000			JFY 2001																	
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3			
Term of Technical Cooperation		Signing of the R/D □								JCC □						JCC □						
3 Information and promotion service will be upgraded.																						
3-1 Make plan of information and promotion services																				CA, PD, PM		
3-1-1 Discuss the service with CEFOF.																				SE, PM		
3-1-2 Study the needs from clients and other organization.																				SE, PM		
3-1-3 Decide the services and make the action plan.																				SE, PM		
3-1-4 Adjust the plan.																				SE, PM		
3-2 Implement information and promotion services																				CA, PD, PM		
3-2-1 Implement promotion services(Ex. various seminars)																				SE, PM	SE, TC, C/P	
3-2-2 Implement information services(Ex. publications, periodicall magazines)																				SE, PM	SE, TC, C/P	
3-3 Monitor and evaluate the results of information and promotion																				CA, PD, PM		
3-3-1 Make monitoring and evaluation system.																				SE, PM	JPC, SE, PM, CPC, TC	
3-3-2 Establish monitoring and evaluation plan.																				SE, PM	JPC, SE, PM, CPC, TC	
3-3-3 Monitor the result of information and promotion services.																				SE, PM	JPC, SE, PM, CPC, TC	
3-3-4 Evaluate the result of information and promotion services.																				SE, PM	JPC, SE, PM, CPC, TC	

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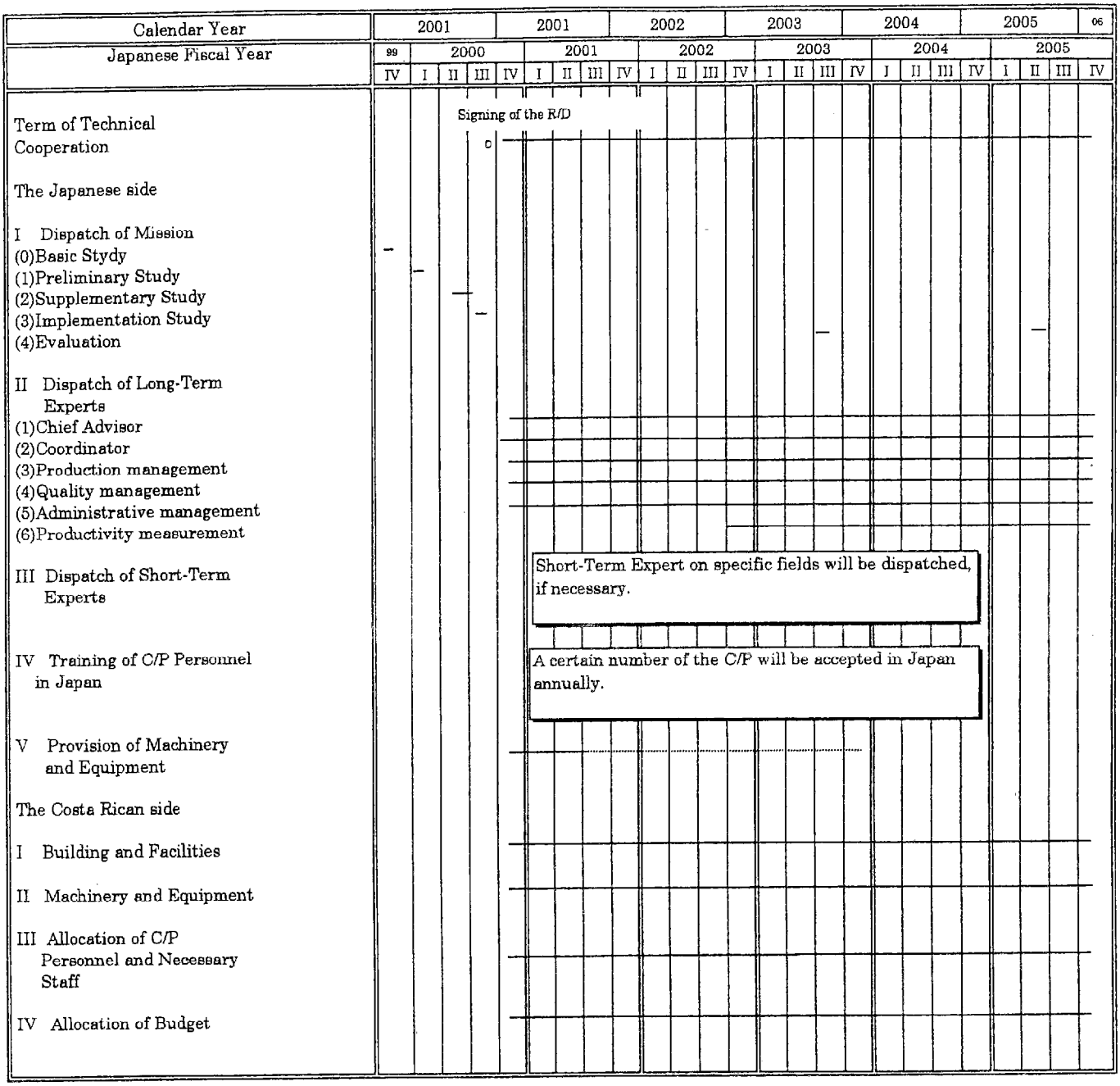
SE : Short-term expert

Annex 17 Tentative Schedule of Implementation (TSI)



NOTE:
1 The Japanese fiscal year starts in April and ends in March.
2 This Schedule is subject to change in accordance with the Progress with the Project.

Annex 18 Annual Tentative Schedule of Implementation (ATSI)

Calendar Year	2000		2001													2002		
Japanese Fiscal Year	2000					2001												
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	
Term of Technical Cooperation	Signing of the R/D □							JCC □						JCC □				
The Japanese side																		
I Dispatch of Mission																		
(1)Implementation Study	—																	
II Dispatch of Long-Term Experts																		
(1)Chief Advisor					—													
(2)Coordinator																		
(3)Production management					—													
(4)Quality management					—													
(5)Administrative management					—													
(6)Productivity measurement																		
III Dispatch of Short-Term Experts																		
(1)Basic HRM												—		—				
(2)Basic IT for Business Management															—			
(3)HACCP									—									
(4)Quality Management for Software												—						
(5)Productivity Promotion								—										
IV Training of C/P Personnel in Japan																		
(1)Productivity Organization Management					—													
(2)Productivity Improvement												—						
V Provision of Machinery and Equipment																		
The Costa Rican side																		
I Building and Facilities				—	—	—	—	—	—	—	—	—	—	—	—	—	—	
II Machinery and Equipment				—	—	—	—	—	—	—	—	—	—	—	—	—	—	
III Allocation of C/P				—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Personnel and Necessary Staff				—	—	—	—	—	—	—	—	—	—	—	—	—	—	
IV Allocation of Budget				—	—	—	—	—	—	—	—	—	—	—	—	—	—	

NOTE:

1 The Japanese fiscal year starts in April and ends in March.

2 This Schedule is subject to change in accordance with the Progress with the Project.

ANNEX 19 List of Machinery and Equipment to be Provided by Japanese Side for the Project

Item 1-A: List of Books

#	Titles	Authors	Publishers	Year	ISBN	Quantitiy
1	Computer Managed Maintenance Systems in Process Plants		GULF PUBLISHING	1995	0088415379	1
2	Practical Guide to Environmental Impact Assessment	Boners & Marriot	McGraw Hills	1997	0070404100	1
3	Environmental Assessment	Jain R.K.	McGraw Hills	1995	0070323690	1
4	Environmental Sstrategies Handbook	Mooluru, R.V.	McGraw Hills	1994	0070358583	1
5	Handbook of Environmental Engineering Calculation	Lee, CC	McGraw Hills	2000	0070381836	1
6	Standard Handbook of Environmental Engineering	Corbitt, R.A.	McGraw Hills	1998	0070131600	1
7	Air Quality Control Handbook	Stevens, L.B. III	McGraw Hills	1998	0070014116	1
8	Environmental, Health and Safety Portable Handbook	Woodside, G.	McGraw Hills	1998	0070718482	1
9	Como crear empowerment: planes de accion para creaar, mantener o reenfocar los equipos de trabajo como empowerment.	Robinson, Russell D.	McGraw Hills	1998	9586008223	1
10	Desarrollo Organizacional: Aportaaciones de las Ciencias de la Conducta en el Mejoramiento de	French, Wendell L.	Prentice Hall	1996	968880584X	1
11	Breakthrough Technology Project Management	Rea, Kathryn P.	Academic Press	1999	0124499708	1
12	Building Enterprise Information Architecture: Reengineering Information System	Cook, Melissa A.	Prentice Hall	1996	0134402561	1
13	Achieving Maximum Value from Information Systems: A Process Approach	Remenyi, Dan et al	John Wiley & Sons	1996	0471975001	1
14	Activity Based Information System: An Executive's Guide to Implementation	Mohan Nair	Wiley Cost Managemtnt Series	1998	0471324310	1
15	Aris Business Process Modeling	August-Wilhem Scheer	Springer Verlar	1997	3540658351	1
16	Beyond the IT Productivity Paradox	Willcocks, Leslie ed.	John Wiley & Sons	1997	0471986952	1
17	The Blackwell Encyclopedic Dictionary of Management Information Systems	Backwell	Backwell	1998	1557869480	1
18	Business Re-engineering with Information Technology	Donovan, John	Prentice Hall	1999	0133110281	1
19	Building the Global Information Economy: A Roadmap from Global Information Infrustructure Commission (Special Report)	Charles, Carol Ann	Backwell	1999	0892063777	1
20	Administracion de Marketing	Guiltinan, Paul	Mc. Graw Hill	1997	9586008282	1
21	Administracion total del mejoramiento continuo	Harrington	Mc. Graw Hill	1997	9586005623	1
22	Administracion y Direccion de Proyectos	Briceño	Mc. Graw Hill	1996	9562780082	1
23	Fundamentos de Administracion Financiera	Weston Brigham	Mc. Graw Hill	1994	9701003519	1
24	Administracion de ventas	Anderson	Mc. Graw Hill	1996	9701006739	1
25	Administracion, gestion y comercializacion en la pequena empresa. Grando medio y superior.	Gandara, Alonso	Mc. Graw Hill	1998	8448113306	1
26	El marketing como arma competitivia	Alfaro	Mc. Graw Hill	1992	8476158181	1
27	Investigacion de mercados en un entorno de marketing	Dillon, Madden	Mc. Graw Hill	1996	8448108450	1
28	El lider del cambio	Kotter	Mc. Graw Hill	1997	97011014707	1
29	Estrategias para la competitividad de las PYMES	Gomez	Mc. Graw Hill	1997	8448108035	1
30	Enfoques modernos para la gestion de la fabricacion.	Robinson, Allan	Productivity Press	1999	ENFOQE-S93	1
31	Gestion de tiempos de ciclos	Northey, Patrick et al	Productivity Press	1999	SPCYCLE-S93	1
32	El sistema de produccion de Canon	Associacion Japonesa de Direccion	Productivity Press	1999	CANONS_S93	1

#	Titles	Authors	Publishers	Year	ISBN	Quantitiy
33	Una revolucion en la produccion: El sistema SMERD	Shingo, Shigeo	Productivity Press	1998	SMEDSP-S93	1
34	Preparaciones rapidas de maquinas: El sistema SMED	Grupo de desarrollo de productos	Productivity Press	1998	QCOOPSP-S93	1
35	Diseno de celulas de fabricacion	Sekine, Kenichi	Productivity Press	1998	IPIESP-S93	1
36	Estrategia de fabricacion	Miltenburg, John	Productivity Press	1998	MANSSP-S93	1
37	Sistemas de reduccion de costos	Monden, Yasuhiro	Productivity Press	1998	CRSSP-S93	1
38	TPM en industrias de proceso	Suzuki, Tokutaro	Productivity Press	1998	TPMISP-S93	1
39	Produccion con mezcla de modelos		Productivity Press	1997	NIMMSP-S93	1
40	Direccion de fabricacion total	Merli, Giorgio	Productivity Press	1996	FABTOT-S93	1
41	Implantacion de un sistema de direccion "Lean"	Jackson, Thomas et al	Productivity Press	1998	ILMMSP-S93	1
42	Metodos japoneses de contabilidad	Monden, Yasuhiro	Productivity Press	1998	CONTA-S93	1
43	Sistems de datos de industrias de primer nivel mundial: Un modelo para empresas avanzadas	Maskell, Brian H.	Productivity Press	1998	PERFSP-S93	1
44	Manual de Benchmarking	Watson, Grepory H.	Productivity Press	1998	BENCHWSP-S93	1
45	Kaizen Teian 1 y 2		Productivity Press	1998	T1SP-S93/KT2SP-S9	1
46	El libro de las mejoras. Creacion de areas de trabajo libres de problemas	Sugiyama, Tomo	Productivity Press	1999	MEJORA-S93	1
47	Eliminacion de pequenas parada en maquinas y lineas automaticas.	Suehiro, Kikuo	Productivity Press	1999	ELIMSP-S93	1
48	Nuevas directrices de TPM	Suzuki, Tokutaro	Productivity Press	1999	SPNDTPM-S93	1
49	Mantenimiento de Calidad	Tsuchiya, Seiji	Productivity Press	1999	QMAISP-S93	1
50	TPM para departamentos de ingenieria	Gotoh, Fumio	Productivity Press	1999	ETPMSP-S93	1
51	Manual para la implantacion del "Just in time"	Hirano, Hiroyuki	Productivity Press	1999	HIRSP-S93	1
52	Kanban Just in time en Toyota, Traducido por David J. Lu	Associacion Japonesa de Administracion, ed		1998	SPKAN-S93	1
53	Introduccion al TPM	Nakajima, Seiichi	Productivity Press	1999	ITPMSP-S93	1
54	El sistema de produccion de Toyota desde el punto de vista de la Ingenieria	Shingo, Shigeo	Productivity Press	1999	RPSSHG-s93	1

#	Titles	Authors	Publishers	Year	ISBN	Quantitiy
55	Poke Yoke - Mejoraando la calidad del producto evitando los defectos		Nikkan Kogyo Simbun	1997	POKASP-S93	1
56	Kaizen para preparaciones rapidas de maquinas - Mas alla del SMED	Sekine, Kenichi	Productivity Press	1999	RAPIDA-S93	1
57	Diagnostico corporative - Determinacion de estandares para la excelencia	Jackson, Thomas et al	Productivity Press	1999	CDIAGSP-S93	1
58	Official Methods of Analysis of AOAC INTERNACIONA (17th Ed.)	Paticia A. Cunniff	Editorial Reviews from book News, INC.	2000	0935584676	1
59	Handbook of the Nutritional Value of Foods in Common Units	Bernice Kunerth Watt	Dover Pubns	1986	0486213420	1
60	Essentials of Food Safety and Sanitation	Nancy, Ph.D. Rue, et al	Editorial Reviews from book News, INC.	1998	0135321360	1
61	Trace Minerals in Foods	Kenneth T. Smith	Editorial Reviews from book News, INC.	1989	0824778359	1
62	The HACCP Food Safety Manual	Joan K. Loken	Editorial Reviews from book News, INC.	1995	0471056855	1
63	Instrumental Methods for Quality Assurance in Foods	Daniel Y.C. Fung et al.	Editorial Reviews from book News, INC.	1991	082478278X	1
64	Quality Control for Foods and Agricultural Products(Analysis and Control Methods for Foods and Agricultural Products)	J.L. Multon et al.	Editorial Reviews from book News, INC.	1995	0471186171	1
65	Analysis of Food Constituents(Analysis and Control Methods for Foods and Agricultural Products)	J.L. Multon et al.	Editorial Reviews from book News, INC.	1997	0471189669	1
66	Inventory Management and Production Planning and Scheduling	3E Indexes	John Wiley & Sons	1998	0471119474	1
67	ASM Material Engineering Dictionary	Davis, J.R. ed.	ASM Publication	1992	0871704471	1
68	Microorganisms in foods 5: Microbilogycal Specifications of Food Pathogens		ASPEN	1996	041247350X	1
69	Spice: The theory and practice of software process improvement and capability determination	Khaled El Emam, Jean Normand Drowin	Walcelio Melo	1993	0818677988	1
70	The capability maturity model guidelines for improving the software process	M. Paulk, C. Weber, B. Curtis	Addisen-Wesley Publishing Co.	1995	0201546647	1
71	Managing Change: practical strategies for competitive advantage	Tuominen	Quality Press	2000	0873894707	1
72	The QFD Handbook	ReVelle	Quality Press	1998	0471173819	1
73	Analysis of Customer Satisfaction Data	Allen	Quality Press	2000	0873894357	1
74	Quality Function Deployment: linking a company with its customers	Day	Quality Press	1993	087389202X	1
75	Principles of Quality Costs: Principles, Implementation and Use	ASQ	Jack Campanella	1999	087389443X	1
76	Eight Step Process to successful ISO 9000 Implementation: A quality management system approach	Wilson	Quality Press	1996	0873893271	1
77	ISO 9000 Quality Management System Design: optimal Design Rules for Documentation, Iimplementation, and System Effectiveness	Schlickman	Quality Press	1998	0873893980	1
78	Implementing six sigma: smarter solutions using statistical methods Forrest W. Breyfogle	Breyfogle	Wiley, John & Sons, Inc.	1999	0471296597	1
79	Customer Satisfaction measurement and management (including software)	Naumann, Geil	ASQ Quality Press	1995	0873894278	1

#	Titles	Authors	Publishers	Year	ISBN	Quantitiy
80	World class quality: using design of experiments to make it happen	Bhote	AMACOM	1999	0814404278	1
81	Quality by experimental design	Barker	Marcel Dekker	1994	0824789105	1
82	Juran's Quality Handbook	Juran	Mc Graw-Hill	1999	007034003X	1
83	Introduction to statistical quality control 3rd ed.	Montgomery	Wiley, John & Sons, Inc.	1996	0471303534	1
84	ISO 9000 Quality Systems Handbook	Hoyle	Butterworth-Heinemann	1998	0750640243	1
85	SPC Simplified: Practical Steps to Quality	Amsden, Butler	Productivity Press	1998	0527763403	1
86	ISO 9000 and beyond: From compliance to performance improvement	Harrington, Mathers	Mc Graw-Hill	1997	0079132898	1
87	Insights to performance excellence 2000: An inside look at the 2000 Baldrige Award Criteria	Blazey	ASQ Quality Press	2000	0873894839	1
88	Business Process Improvement Toolbox	Andersen	ASQ Quality Press	1999	0873894383	1
89	Measuring Process Capability: Techniques and calculations for Quality ang Manufacturing Engineers	Bothe	ASQ Quality Press	1997	0070066523	1
90	The desk reference of statistical quality method	Crossley	ASQ Quality Press	2000	0873894723	1
91	The Quality Audit Handbook	Russell	ASQ Quality Press	2000	087389460X	1
92	Root Cause Analysis	Andersen	ASQ Quality Press	2000	0873894669	1
93	Glossary and tables for statistical quality control	ASQ statistic division	ASQ Quality Press	1996	0873893549	1
94	Statistical Quality Control: strategies and tools for continual improvement	Ledolter	ASQ Quality Press	1999	0471183784	1
95	Business Process Improvement Workbook: Documetation, Analysis, Design and Management of Business Process Improvement	Harrington	Mc Graw Hill	1996	0070267790	
96	ISO 9000 at the Front Line	Harris	ASQ Quality Press	2000	0873893972	1
97	ISO 9000:2000 Explanied	Tsiakals	ASQ Quality Press	2000	0873894812	1
98	Internal Quality Auditing	Pronovost	ASQ Quality Press	2000	0873894766	1
99	The Certified Quality Manager Handbook	ASQ Quality Mangement Division	ASQ Quality Press	1999	0873893875	1
100	Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations	Harry	ASQ Quality Press	2000	0385494378	1
101	Production & Inventory management	Fogarty;Blackstone: & Hoffman	South-Westernh	1991	0538074612	1
102	Facility Manager's Operation and Maintenance	Fogarty;Blackstone: & Hoffman	McGraw Hills	1999	0538074612	1
103	Computer-Managed Maintenance Systems in Process Plants	William W. & Mobley, R. Keith	Gulf Publishing	1998	0884151379	1

Item 1-B: List of Magazines Requested

#	Titles	Authors	Publishers	Year	ISBN	Quantitiy
1	Inside Laboratory Management	AOACs	Dedicated Analytical Excellence		1092-2059	12 x 5 y
2	Advertising Ages Business Marketing		Crain Communications Inc.	1916		12 x 5 y
3	Science News		Science Service	1921		52 x 5 y
4	Consulting Specifying Engineer		Cahners Business Information	1987		12 x 5 y
5	The Engineers		U.S.Army Engineer School	1971		52 x 5 y
6	Software Engineering, IEEE Trans. on		IEEE		IEEE Pub ID 016-117TBR	12 x 5 y
7	Solution Engineer		Aerocasillas(Dealer)			21 x 5 y
8	Today's Engineer		Institute of Electrical and Electronics Engineers	1998		4 x 5 y
9	Business Finance		Buke Commucations International	1995		12 x 5 y
10	Customer Support Manager		Aerocasillas(Dealer)			8 x 5 y
11	The Economist		Economist Newspaper Ltd.	1843		51 x 5 y
12	Harvard Business Review		Harvard Business School Publishing	1922		6 x 5 y
13	Training		Lakewood Publications	1964		12 x 5 y
14	Intelligent Enterprise		Miller Freeman Inc.	1998		13 x 5 y
15	Environmental Pollution		Elsevier Science		0269-7491	
16	Environmental Management		Springe Verlag		0364-152X	
17	Quality Progress	American Society for Quality	ASQ		0033524X	12 x 5 y

Item 1-C: List of Videos Requested

#	Titles	Authors	Publishers	Year	ISBN	Quantitiy
1	Co-dependent Ecology			1991	6303266886	1
2	Help save planet earth. Easy ways to make a difference			1990	6301763068	1
3	Environmental Pollution		Elsevier	1996	630537449X	1
4	Environmental Management		Springe Verlag	1996	6304451008	1
5	5 claves básicas (spanish)				SP5SV96-S93	1
6	Tel-A- Train´s 4 videos for tpm series (spanish version)		Productivity Press		Item VTRI-71, VTRO-71, VTRPV-71, VTRPD-71	1
7	Introduction to the Basics of ISO 9000	Solutions Specialists	ASQ Quality Press	1999	Item: TA1108	1
8	The ISO Auditors are Coming!	Quality Quest	ASQ Quality Press	1994	Item: TA1107	1
9	Employee Introduction to ISO 9000	The Media Group, Inc	ASQ Quality Press	1998	Item: TA1087	1
10	ISO Basics: What every employee needs to know	International Forum for Management Systems Inc.	ASQ Quality Press	1994	Item: TA1104	1
11	Understanding ISO 9000 Video Tutorial	Micron International	Coastal International	1999	Item: TA1057	1
12	ISO 9000 Seis pasos hacia la calidad total	Coastal International		2000	Item: ISO 00V-S	1

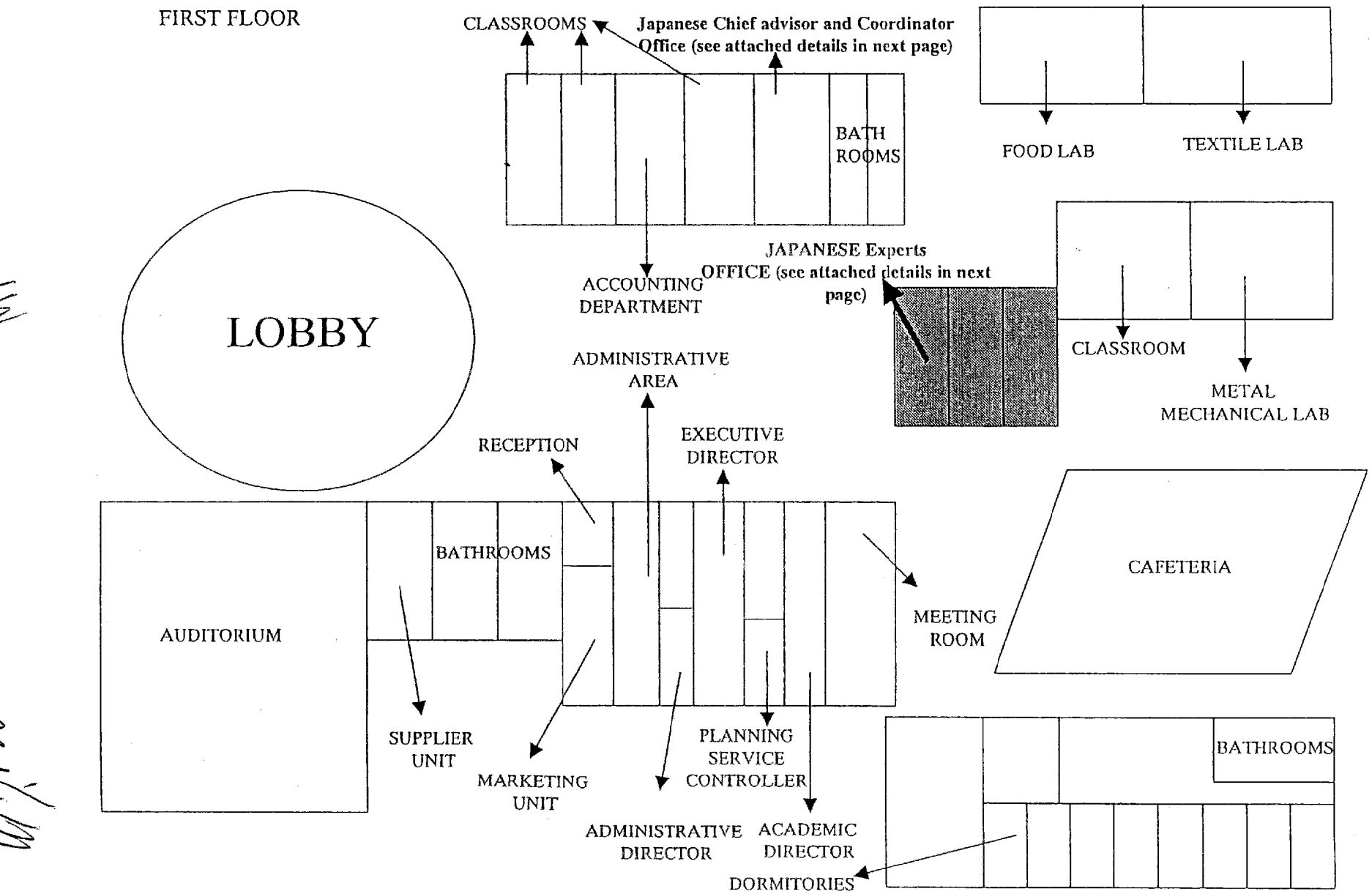
Item 3: List of Application Software Requested

#	Name	Quantitiy
1	JMP Statistical Quality of SAS Institute. Aplications:Design of experiments, logistic regression, reliability analysis, quality control charts, nonlinear regression, ISO 9000 Documentation Software (ITEM BKA230), Process Improvement 2000 Software (ITEM SW1082).	1
2	MS Windows 2000 Millenium Edition (Academic use)	100
3	MS Office 2000 Millenium Edition (Academic use)	100
4	S-Prime Software: Software Quality Control	1

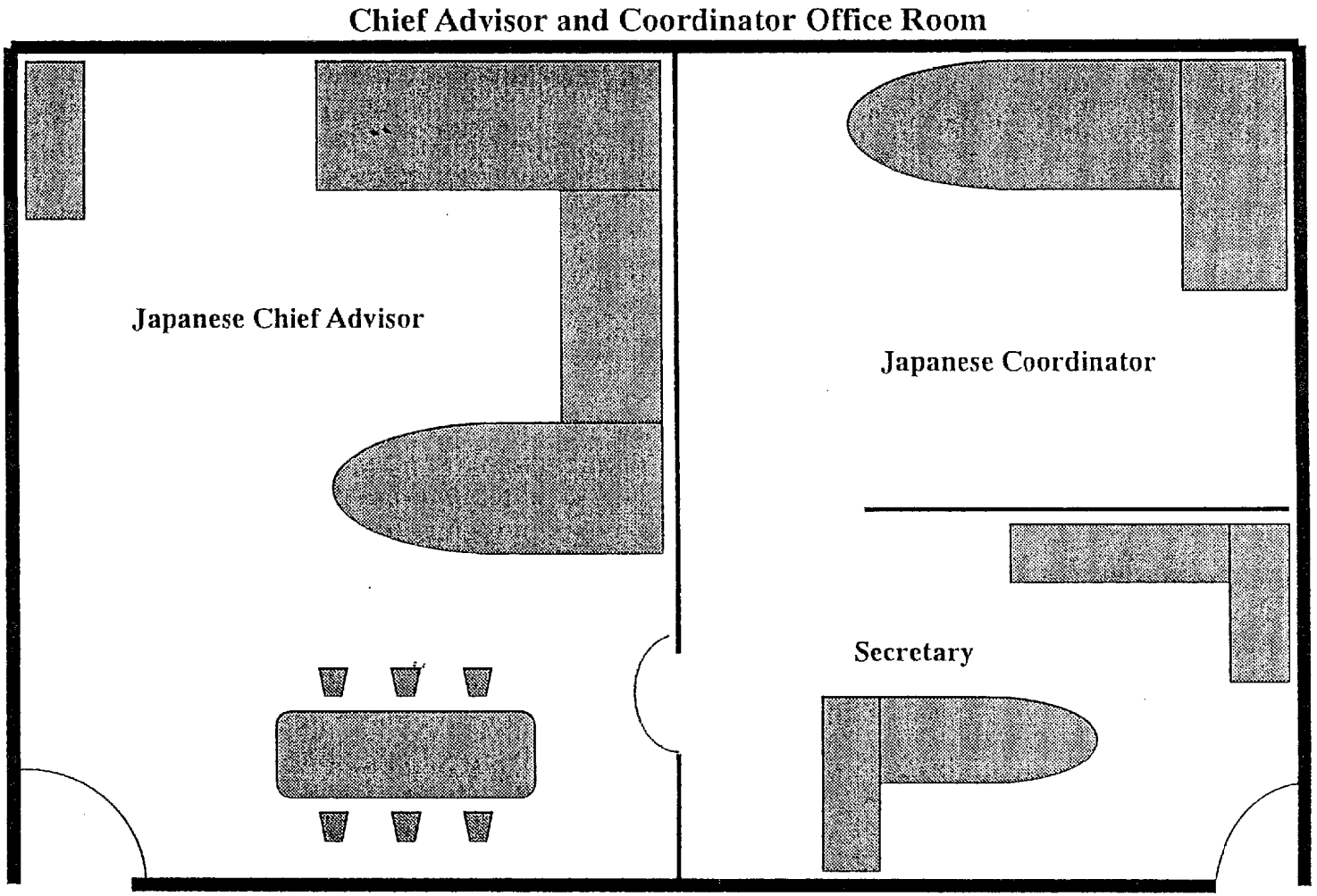
Item 4: List of Hardware

#	Name	Quantitiy
1	Servers(UNIX)/Accesories	1
2	Server Instalation	1
3	Desk top Computer	6
4	Portable Computer	8
5	Portable Video Signal Projector	4
6	Heavy Duty Copy Machine	1
7	Network UPS	1
8	Upgrading accessories for PBX	1
9	Access Server	1
10	Laser Printer	1
11	Color laser printer	1
12	Video visualizer	2
13	Digital camera	2
14	Digital video camera	1
15	Electric retractile screen	3
16	Portable projector screen	3
17	DVD equipment	2
18	Publishing software and hardware	1
19	Magnetic optical device, including MO disks	3
20	CD Rewritable device HP 9300 32X	3

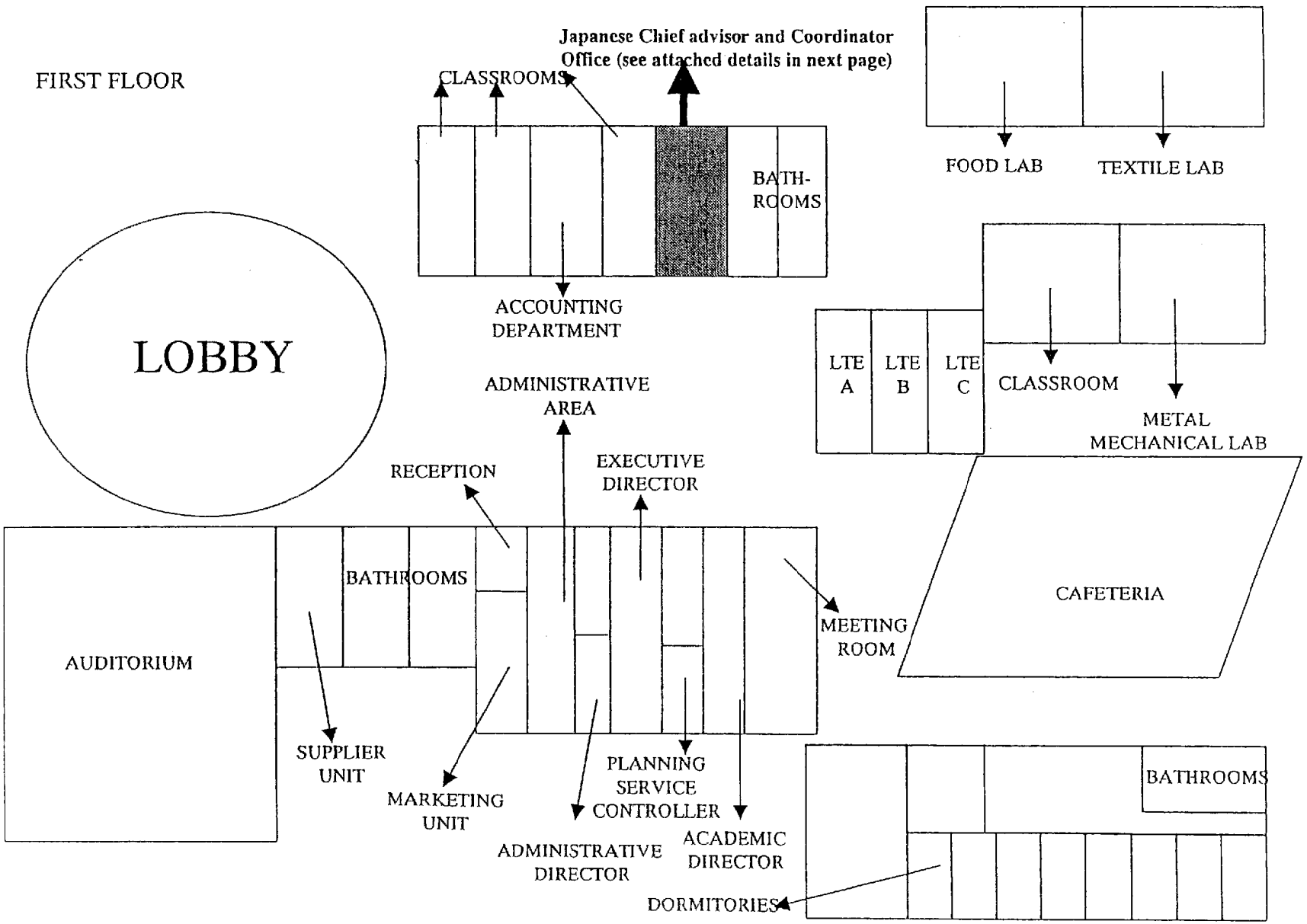
Annex 20. Provisional layout of Japanese experts´offices and Chief Advisor & Coordinator Office



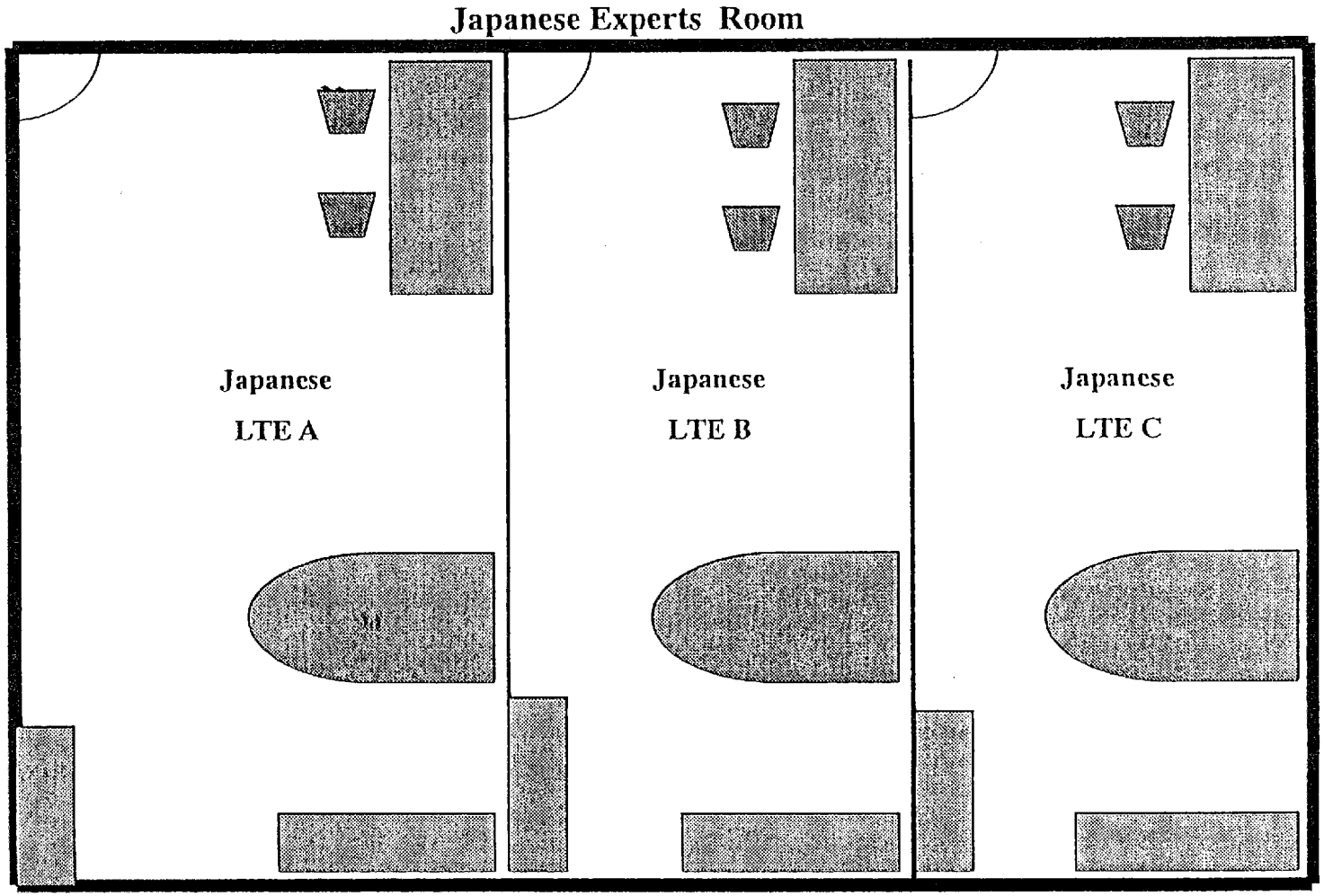
Annex 20. Provisional layout of Japanese experts´offices and Chief Advisor & Coordinator Office



Annex 20. Provisional layout of Japanese experts´offices and Chief Advisor & Coordinator Office



Annex 20. Provisional layout of Japanese experts´offices and Chief Advisor & Coordinator Office



Annex 21. List of Machinery and equipment to be provided by Costa Rican side for the Project

ITEM	SPECIFICATION (Please provide the information in detail)	PURPOSE	QTY	PROVIDER YEAR	AVAILABILITY REFER TO FOOT-NOTE
COMPUTER	PENTIUM II, 300 MHZ , 32 MB RAM	TRAINING	22	COSTA RICA 1997	U
PERSONAL COMPUTER	PENTIUM II, 300 MHZ , 32 MB RAM	COUNTER PARTS´USE	16	COSTA RICA 1998	U
PERSONAL COMPUTER	PENTIUM II, 300 MHZ , 32 MB RAM	ADMINISTRATIVE USE	11	COSTA RICA 1998	U
UNIX SERVER	IBM , POWER SERVER 520H	NAME SERVER, NETWORK SERVER		JAPAN 1993	
		WEB SERVER, MAIL SERVER	3		R
UNIX SERVER		UNIX SERVER E250 SUN MICROSYSTEM	1	COSTA RICA	U
FASCIMILE	PANASONIC KX-F-155 , PANASONIC	ADMINISTRATIVE USE	3	1994-1998	U
	HELP-FAX1-800 , PANASONIC				

Annex 21. List of Machinery and equipment to be provided by Costa Rican side for the Project

ITEM	SPECIFICATION (Please provide the information in detail)	PURPOSE	QTY	PROVIDER YEAR	AVAILABILITY REFER TO FOOT-NOTE
				1995-1999	
COPY MACHINE	RICOH FT 6350 XEROX 5034	TRAINING	2	COSTA RICA	U
T.V.MONITOR	PANASONIC , MITSUBISHI	TRAINING	7	JAPAN	6 U
				1993-1997	1 R
VIDEO RECORDER	PANASONIC , EDITING MACHINE	TRAINING	1	JAPAN 1993	U
VIDEO SUPER V.H.S	MITSUBISHI	TRAINING	3	JAPAN 1997	U
VIDEO HI –8	SONY	TRAINING	2	JAPAN 1993	
LAPTOP *	IBM, TOSHIBA -	TRAINING	9	JAPAN – COSTA RICA	U
				1997-1998	
LASER PRINTER	IBM	TRAINING	6	JAPAN 1993	5U
					1R
COLOR SCANNER	HP	TRAINING	2	JAPAN 1993	I
PROJECTOR	PROXIMA	TRAINING	3	COSTA RICA 1998	U

* Also known as Portable Computer or Notebook

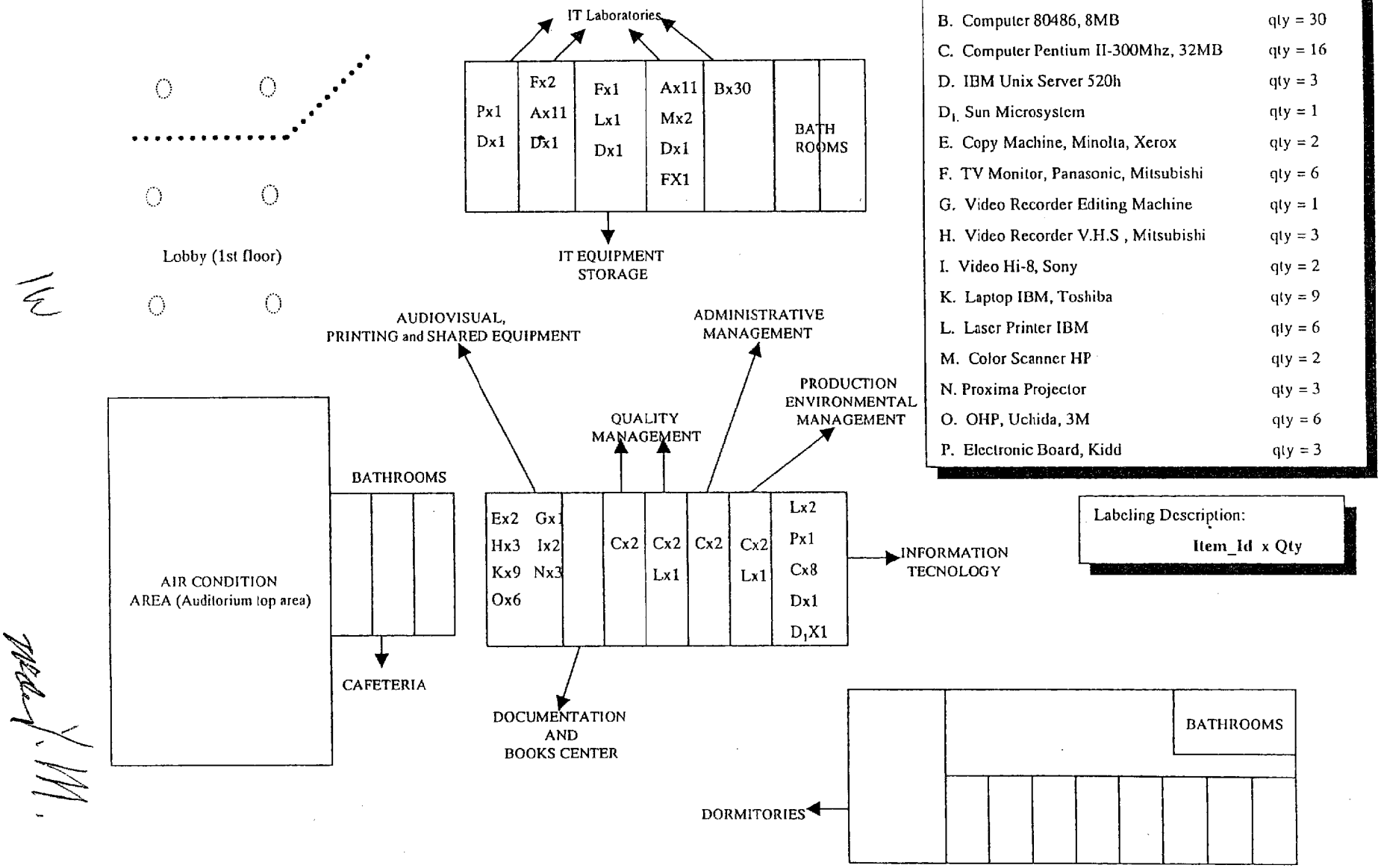
Annex 21. List of Machinery and equipment to be provided by Costa Rican side for the Project

ITEM	SPECIFICATION (Please provide the information in detail)	PURPOSE	QTY	PROVIDER YEAR	AVAILABILITY REFER TO FOOT-NOTE
OHP	UCHIDA . 3 M	TRAINING	6	JAPAN 1993	4U
					2R
ELECTRONIC BOARD	KISS	TRAINING	3	JAPAN 1993	2U
					1R
VEHICLE	NISSAN, PATROL, DAIHATSU MICROBUS	TRAINING	2	JAPAN 1993	R
VEHICLE	HYUNDAI , ISUZU		5	COSTA RICA 1994	U

* U: Existing and in used , R: Existing but to be replaced , I :Existing but to be increased in number

Annex 22. Current floor layout and configuration equipment

SECOND FLOOR



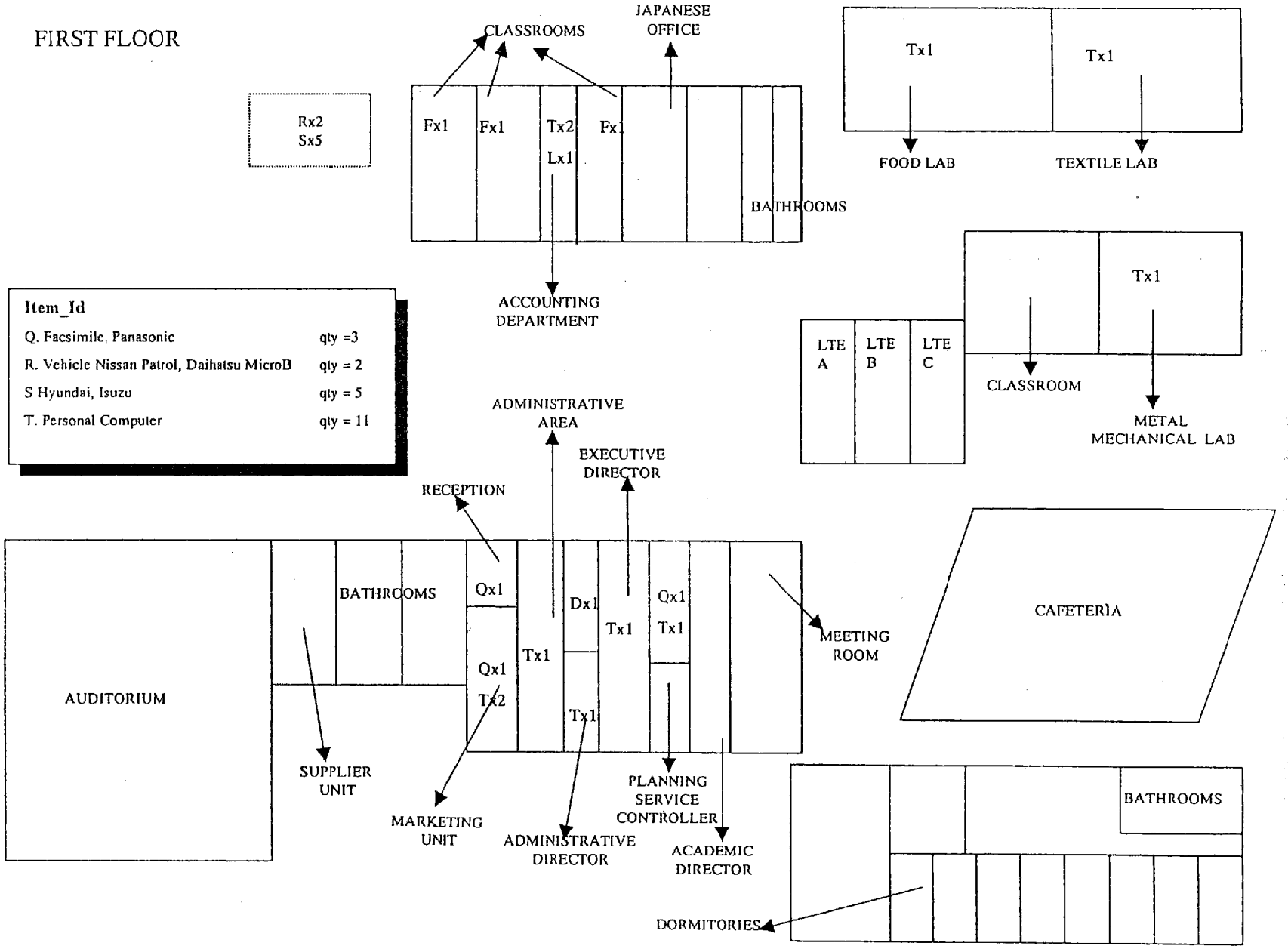
Item_Id	
A. Computer Pentium II-300Mhz, 32MB	qty = 22
B. Computer 80486, 8MB	qty = 30
C. Computer Pentium II-300Mhz, 32MB	qty = 16
D. IBM Unix Server 520h	qty = 3
D_1. Sun Microsystem	qty = 1
E. Copy Machine, Minolta, Xerox	qty = 2
F. TV Monitor, Panasonic, Mitsubishi	qty = 6
G. Video Recorder Editing Machine	qty = 1
H. Video Recorder V.H.S , Mitsubishi	qty = 3
I. Video Hi-8, Sony	qty = 2
K. Laptop IBM, Toshiba	qty = 9
L. Laser Printer IBM	qty = 6
M. Color Scanner HP	qty = 2
N. Proxima Projector	qty = 3
O. OHP, Uchida, 3M	qty = 6
P. Electronic Board, Kidd	qty = 3

Labeling Description:

Item_Id x Qty

Annex 22. Current floor layout and configuration equipment

FIRST FLOOR



Item_Id	
Q. Facsimile, Panasonic	qty =3
R. Vehicle Nissan Patrol, Daihatsu MicroB	qty = 2
S Hyundai, Isuzu	qty = 5
T. Personal Computer	qty = 11

Annex 23

The Budget Allocation for the Project by the Costa Rican side
C.E.F.O.F.
In Millions of Colones

Budget Items / Year	***1992***	***1993***	***1994***	***1995***	***1996***	***1997***	***1998***	***1999***	***2000***	***2001***	***2002***	***2003***	***2004***	***2005***	***TOTAL***
Staff Charges	10.00	33.10	78.70	103.10	103.90	130.00	143.30	168.30	209.00	237.50	266.00	297.92	333.67	373.71	**2,488.20**
Building Maintenance	0.60	11.00	0.00	0.00	0.00	0.00	0.00	1.50	0.70	0.81	0.93	1.06	1.22	1.41	**19.23**
Equipment Maintenance	2.70	5.30	3.60	0.90	3.40	6.00	4.00	2.50	2.00	2.30	2.65	3.04	3.50	4.02	**45.91**
Electricity, Telephone, Gas, Travel Allowance, Equipment and Others	3.30	23.20	26.80	13.30	24.20	34.70	33.10	27.70	16.00	86.69	86.66	85.74	83.76	80.51	**625.66**
Total	*16.60*	*72.60*	*109.10*	*117.30*	*131.50*	*170.70*	*180.40*	*200.00*	*227.70*	*327.30*	*356.23*	*387.77*	*422.15*	*459.65*	**3,178.99**
Income due to training fees in CEFOF	0.00	0.60	9.10	13.80	20.60	30.80	40.40	52.00	67.70	175.30	192.83	212.11	233.32	256.66	**1,305.22**
Income due to Government Assistance	16.60	72.00	100.00	103.50	110.90	139.90	140.00	148.00	160.00	152.00	163.40	175.66	188.83	202.99	**1,873.78**

Notes to Annex 23 the Budget Allocation for the Project by the Costa Rican side

1. Under the Costa Rican laws and regulations, activities of a government institution like CEFOF could be restricted by the budget ceiling which consists of a combined amount of the government subsidy and its own incomes.

2. Thus CEFOF created FUDESPRO(English name is Fund for Development of Productivity),a private organization whose Board Members are shared by CEFOF, in order to support CEFOF activities, and since 1997 FUDESPRO made an annual income of 26 million colons in 1997, 30 in 1998, 27 in 1999, and 40 in 2000.

3. This means that CEFOF & FUDESPRO have had an actual income power of more than 100 million colons, though the income statement shows 67.7 in 2000.

4. For 2001 the expected income of CEFOF, which stands at 175.3 million colons, is almost secured by various training activities which are already contracted. As a result, the budget ceiling for 2001 will be higher than that of 2000, which is favorable for CEFOF.

5. Even though the budgeted subsidy from the government for 2001 is slightly lower than 2000, the Ministry of Science and Technology has decided to gradually increase the subsidy to CEFOF between 2002 and 2005, taking into consideration the importance of the Project.

6. CEFOF is also negotiating with the government for an additional subsidy of 90 million colons for 2001 for a smooth operation of the Project.

Annex-24 Evaluation Sheet of Technology Transfer(Draft)-Production Management

	Item		Person in charge		Current Status	Target	Result (Products)
			CR side	J side			
1.Technological Subjects	1.1.1	Basics of Production Management	All	LTE A		4	
	1.1.2	Basics of Quality Control & Assurance	All	LTE B		4	
	1.1.3	Basics of Business Strategy & Marketing	All	LTE C		2	
	1.1.4	Basic of Management Accounting	All	LTE C		2	
	1.1.5	Basics of HRM	All	STE		2	
	1.1.6	Basics of IT Applications & Management	All	STE		2	
	2.1.1	Obstacles for production	Pro.	LTE A		4	
	2.1.2	Control of Daily Production	Pro.	LTE A		4	
	2.1.3	Inventory and Supply System	Pro.	LTE A		4	
	2.1.4	KAIZEN for Production	Pro.	LTE A		4	
	2.1.5	Management of factory	Pro.	LTE A		4	
	2.2.1	TPM(incl. Preventive Maintenance)	Pro.	LTE A		4	
	2.2.2	Lean Production System	Pro.	LTE A		3	
	2.2.3	Cost Improvement by VE/IE	Pro.	LTE A		4	
	2.2.4	Experimental Design(TAGUCHI Method)	Pro.	LTE A		3	
2.OJT Consulting Activities	1.2	Overall Diagnosis	All	All LTE		4	
	2.3.1	Activities as lecturers to deepen knowledge(about once every month)	Pro.	LTE A	----------	----------	
	2.3.2	Case Study through Company Visit	Pro.	LTE A	----------	----------	
	2.3.3	Diagnosis of Production Management	Pro.	LTE A		4	
	2.3.4	Long Term Consultation	Pro.	LTE A		4	
3. Manual Making	1	Consultation Manuals on Overall Diagnosis	All	All LTE	----------	----------	Consulting Manuals
	2	Consultation Manuals on Production Management	Pro.	LTE A	----------	----------	Consulting Manuals
4.Provision of Information	2.4.2	Hoshin Management	Pro.	LTE A	----------	----------	
	2.4.3	Supply Chain Management	Pro.	LTE A	----------	----------	
	2.4.4	Six Sigma Activity	Pro.	LTE A	----------	----------	

Remark; 1) Technological Subjects : 1.Not yet done 2.Understand the theories 3. Able to give lecture independently 4. Able to put into practice

2) OJT : 1.Not yet done 2.Done by Japanese experts 3.Able to implement with Japanese experts' guidance 4.Able to implement independently

Annex 25 Results of OJT Consulting Activities(Draft)

Renewed Date _____

Name of Company	No. Emp.	Period of Consulting Activities	Management Issues	Details of Consulting Activities	Direct Results		Indirect Results	
					Quantative Results	Qualitative Results	Whole Company	Outside(Industrial Sector, etc)
(EX.) ABC Industry Corp.	90	2002.6.1- 9.30	-Delay of Delivery in "a" product -High defect ratio in "b" process -Not enough sales channel	-Operational & layout Improvement -Inspection system, Pokayoke system -Improvement of sales channel, transaction rules	-shortening of delivery 60 days to 40 days in "a" product -Defect rate down from 5% to 1% -Reduction of quality claims from customer,10 cases to 1case -Sales of $ 10,000 through new sales channel	-Creation of good working environment -Improvement of quality of "b" -Promotion of quality consciensness -Establishment of new sales channels & new transaction rules	-Improvement of CS -Promotion as "a" product case & "b" process case to whole company -Increase of Value Added per employee	-Promotion of ABC Company results to the same industrial sector -Case of AEC Company was published and distributed to 1,000 copies through San Jose Chamber of Commerce

Annex 26. List of attendants of the meeting

Japanese side

1. Implementation Study Team

Mr. Iwao WADA	Leader
Mr. Shinya KOIKE	Technical Cooperation Planning
Mr. Kiyoshi MIZUMOTO	Technology Transfer Planning
Mr. Tatsuaki FUKUNAGA	Cooperation Planning
Mr. Takeshi FUJITA	Machinery and Training Planning

2. Embassy of Japan

Mr. Yasuo MATSUI	Ambassador
Mr. Shinji NISHIYAMA	Second Secretary
Mr. Noriyuki AYUKAWA	Cooperation Advisor

3. JICA Office

Mr. Yasuhiro OMINE	Representative Director
Mr. Tomohide CHO	Staff

Costa Rican side

1. Ministry of Science and Technology

Mr. Guy DE TERAMOND	Minister
Mr. Fernando GUTIÉRREZ	Vice Minister

2. Board Directors

Mr. Marvin HERRERA	Representative MTSS
Mr. Orlando MORALES	Representative MEP
Ms. Jeannette SOTO	Representative INA
Mr. Luis Javier BLANDINO	Representative UCCAEP
Mr. Litleton BOLTON	Representative CICR
Mr. Armando ROJAS	Representative MEIC

3. CEFOF

Mr. Olman MUÑOZ	Executive Director
Mr. German RUDIN	Academic Director
Mr. Jorge BERMUDEZ	Planning Service Controller
Mr. Gerardo SOTO	Administrative Director
Mr. Eric CHAVES	Production and Environmental Coordinator
Mr. José R. GUTIERREZ	Quality Management Coordinator
Mr. José A. ARCE	Administrative Management Coordinator

Ms. Arlette JIMENEZ	Productivity Measurement Coordinator
Ms. Rocío AVILA	Information Technology Coordinator
Mr. Enrique GONZALEZ	Quality Assurance Labs Coordinator
Mr. Maynor VARGAS	Production Management Area
Mr. José RODRIGUEZ	Purchase Unit
Mr. Marcelo Meza	Information Technology

4. Ministry of Foreign Affairs

Ms. Noemy BARUCH	Deputy Director of International Cooperation
Mr. Jorge REBOLLO	Officer of the International Cooperation

5. Ministry of Planning and Economic Policy

Ms. Odette FONSECA	International Cooperation Director