

資料 2 合同評価報告書

JOINT EVALUATION REPORT  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR THE FOLLOW-UP PROGRAM  
OF THE PRODUCTIVITY DEVELOPMENT PROJECT  
IN THE KINGDOM OF THAILAND

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)  
JAPAN

MINISTRY OF INDUSTRY (MOI)  
THE KINGDOM OF THAILAND

DECEMBER 22, 2000

BANGKOK, THE KINGDOM OF THAILAND

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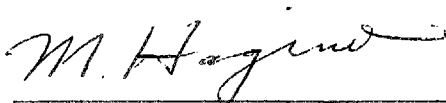
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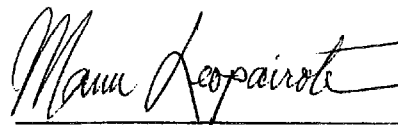
TO ALL CONCERNED

DECEMBER 22, 2000

BANGKOK, THE KINGDOM OF THAILAND



Mr. Mitsuru Hagino  
Leader  
Japanese Evaluation Team  
Japan International Cooperation  
Agency  
Japan



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Leader  
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## I. INTRODUCTION

### 1. Evaluation Teams

The Japanese Evaluation Team (hereinafter referred to as "the Japanese Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Mitsuru Hagino, visited the Kingdom of Thailand from December 11 to December 23, 2000 for the purpose of the joint evaluation with the Thai Evaluation Team headed by Mr. Manu Leopaiprote (hereinafter referred to as "the Thai Team") on the achievement of the Japanese technical cooperation for the Follow-up Program (hereinafter referred to as "the F/U") of the Productivity Development Project in the Kingdom of Thailand (hereinafter referred to as "the Project"), which is scheduled to terminate on February 17, 2001, on the basis of the Record of Discussions (hereinafter referred to as "the R/D") signed on December 28, 1998.

Both Teams discussed and studied together the effectiveness, impact, efficiency, relevance, and sustainability of the Project in accordance with the JICA Project Cycle Management (hereinafter referred to as "JPCM") method.

Through careful studies and discussions, both Teams summarized their findings and observations as described in this document.

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## 2. Schedule of Joint Evaluation

- December 11, 2000 Arrival in Thailand of a member in charge of evaluation analysis
- December 12, 2000 Interview with a company related to the Project  
Interview with Japanese Experts  
Interview with Thai counterpart personnel (hereinafter referred to as "C/P")
- December 13, 2000 Interview with Thai C/P  
Interview with Japanese Experts
- December 14, 2000 Interview with companies related to the Project
- December 15, 2000 Interview with Japanese Experts  
Interview with a company related to the Project
- December 16, 2000 Analysis of collected data
- December 17, 2000 Analysis of collected data  
Arrival of other Japanese Team members in Thailand
- December 18, 2000 Courtesy call on Ministry of Industry (hereinafter referred to as "MOI")  
Courtesy call on Department of Technical and Economic Cooperation (hereinafter referred to as "DTEC")  
Courtesy call on Executive Director of Thailand Productivity Institute (hereinafter referred to as "FTPI")  
Meeting with FTPI and the Japanese Experts
- December 19, 2000 Meeting with JICA Thailand Office  
Meeting with FTPI and the Japanese Experts
- December 20, 2000 Meeting with FTPI  
Preparation of M/M and Joint Evaluation Report
- December 21, 2000 Meeting with the Thai Evaluation Team and the Japanese Experts  
Preparation of M/M and Joint Evaluation Report
- December 22, 2000 Signing on M/M and Joint Evaluation Report
- December 23, 2000 Departure of the Japanese Team

### 3. Members of Evaluation Teams

#### [The Japanese Team]

Mr. Mitsuru HAGINO (Leader)	Senior Advisor on Industrial Development, Japan International Cooperation Agency (JICA)
Mr. Ko KASUGA (Technology Transfer Planning)	Executive Director, International Division, Japan Productivity Center for Socio-Economic Development
Ms. Asuka OKAYAMA (Evaluation Management)	Staff, First Technical Cooperation Division, Mining and Industrial Development Cooperation Department, Japan International Cooperation Agency (JICA)
Mr. Hideo YAMAMOTO (Evaluation Analysis)	Consultant, International Development Associates Ltd.

#### [The Thai Team]

Mr. Manu Leoparote	Permanent Secretary, Ministry of Industry (MOI)
Ms. Kanokpan Chancharaswat	Industrial Administrative Officer Level 8, Office of the Permanent Secretary, Ministry of Industry (MOI)
Ms. Sutanya Yeesarn	Foreign Relations Officer, Foreign Relations Division, Ministry of Industry (MOI)

Ms. Hataichanok Siriwatanakul	Program Officer, Japan Sub-division, External Cooperation Division 1, Department of Technical and Economic Cooperation (DTEC)
Ms. Duanghatai Jenjavit	Program Officer, Monitoring and Evaluation Sub-division, Planning Division, Department of Technical and Economic Cooperation (DTEC)
Mr. Prasit Tansuvan	Executive Director, Thailand Productivity Institute (FTPI)
Mr. Sangvorn Rutnarak	Deputy Executive Director, Thailand Productivity Institute (FTPI)
Mr. Chadej Tangcharoen	Department Manager, Operation Support, Thailand Productivity Institute (FTPI)
Ms. Sunee Chinchuntra	Department Manager, HRM, Thailand Productivity Institute (FTPI)
Ms. Pornchan Shantavasinkul	Chief of International Cooperation, Thailand Productivity Institute (FTPI)

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## II. METHODOLOGY OF EVALUATION

### 1. Method of Evaluation

The evaluation study was conducted in accordance with the JPCM method.

- The Project Design Matrix (hereinafter referred to as "PDM") was agreed upon by both sides as a basis of the evaluation as shown in Annex 1.
- Achievement of the Project was studied by collecting data of the Verifiable Indicators set in the PDM.
- The Project was evaluated on five (5) basic evaluation components described below.

### 2. Five Basic Evaluation Components

The Project was studied and analyzed on the following five basic evaluation components:

- 1) Effectiveness: The extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the Project.
- 2) Impact: Foreseeable or unforeseeable, and favorable or adverse effect of the Project upon the target groups and persons possibly affected by the Project.
- 3) Efficiency: Evaluation of how efficiently the efforts and resources in the Project were converted to the outputs, and whether the same results could have been achieved by other better methods.
- 4) Relevance: Evaluation of whether the outputs, project purpose and overall goal are still in compliance with the national and regional priority needs and concerns at the time of evaluation.
- 5) Sustainability: The perspective whether the positive effects as a result of the Project are likely to continue after the external assistance comes to the end.



### 3. Sources of Information for Evaluation

Following sources of information were used in this evaluation study.

- 1) Documents agreed by both sides prior to and/or in the course of the Project implementation:
  - R/D
  - Minutes of Discussions (M/D)
  - Plan of Operations (PO)
- 2) PDM
- 3) Record of Inputs from both sides and activities of the Project
- 4) Statistics
- 5) Results of a series of interviews and questionnaires given to C/P, Japanese experts, government officials, directors of FTPI, and the OJT companies.

### III. BACKGROUND AND SUMMARY OF THE PROJECT

#### 1. Brief Background of the Project

In February 1994, JICA of Japan and MOI of Thailand signed on R/D to implement a five-year technical cooperation program entitled the Productivity Development Project in the Kingdom of Thailand from February 18, 1994 to February 17, 1999, aiming at building up the foundation of productivity development for Thai industry.

As a result of the evaluation of the Project conducted from October 25 to November 11, 1998, it was learned that the objectives of the Project would be accomplished within the scheduled cooperation period. However, as the Thai government had started exploring further enhancement of productivity in response to the Asian economic crisis since July 1997 and directed FTPI, as the National Productivity Organization, to actively participate in the program to restructure the Thai economy, the necessity of further cooperation for FTPI to enforce its functions and capacities were recognized. It was consequently agreed between the Thai and the Japanese sides to start two-year Follow-up Program (F/U) consecutively from the original five-year project, from February 18, 1999 to February 17, 2001. In the F/U, it was expected for the Project to contribute to productivity development of Thai industry, which was one of the major focuses of Industrial Restructuring Plan (hereinafter referred to as "IRP").

#### 2. Chronological Review of the Project

The chronological review of the Project is as shown in Annex 2.

### 3. Objectives and Outputs of the Project

The objectives and outputs of the F/U stated in R/D signed on December 28, 1998 were as follows:

Overall Goal: Productivity development activities will be diffused and penetrated into the enterprises in the Kingdom of Thailand through FTPI as the national productivity organization.

Project Purpose: Productivity development activities will be effectively performed for Thai enterprises by the C/P of FTPI.

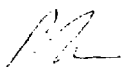
Outputs:

- 0 Project operation unit will be enhanced.
- 1 C/P in FTPI will acquire knowledge of Consulting Skills for Productivity Development (hereinafter referred to as "Consulting Skills").
- 2 C/P in FTPI will acquire knowledge of Human Resource Development and Labor-Management Relations (hereinafter referred to as "HRD/LMR") to conduct productivity development.

The achievement in the F/U based on the PDM is shown in IV 2.

### 4. Plan of Operations

The Plan of Operations (PO) is as shown in Annex 3.



## IV. RESULTS OF EVALUATION

### 1. Summary

#### (1) Effectiveness

In spite of the resignation of several trained C/P, expected number of senior and associate level consultants were mostly trained as scheduled in FTPI, based on the Plan of Operations jointly made and periodically monitored by both Japanese and Thai sides. By the trained C/P, the consultation services in CSK and HRD/LMR were provided to Thai enterprises through OJT activities during the project period. Thus, the project purpose of the F/U, " Productivity development activities will be effectively performed for Thai enterprises by the C/P of FTPI" , has been successfully attained by the end of the cooperation.

#### (2) Impact

FTPI has been highly graded by enterprises for its diagnosis, implementation of productivity improvement at the factories, introduction of personnel management systems and human resources development.

FTPI's quality consultation was endorsed by the third party organization such as the World Bank.

The National Strategic Plan for Productivity is in process of being incorporated into the Ninth National Economic and Social Development Plan and FTPI is expected to play a major role in the implementation of the Plan. It can be said that the Project has built up the capabilities of FTPI's C/P to effectively carry out their tasks under the new Plan.

#### (3) Efficiency

As for timing of inputs, the dispatch of Japanese experts has been handled smoothly. Although the C/P training in Japan was not planned at the outset, in response to the request by FTPI, the Japanese side accepted it as it was thought necessary. Thai side has provided also the financial resources for local costs without any delay.

During the F/U period, thirteen (13) C/P resigned with various reasons. The loss was made up by FTPI's effort. Technology transfer by senior level consultants to new C/P, contributed to maintain the level of consulting capacity.

The scale of the Project has been basically appropriate and planned inputs

were efficiently converted to outputs.

(4) Relevance

The Industrial Restructuring Plan (IRP) of the Thai Government made in response to the economic crisis in 1997 emphasizes the importance of productivity development and improvement of production process for strengthening international competitiveness of Thai enterprises, SMEs in particular. In the IRP, FTPI was commissioned to assume the role of promoting human resources development in enterprises and also for the coordination of productivity development activities.

In addition, the Government invited FTPI to participate in planning the National Strategic Plan for Productivity that was approved by the Cabinet in September 2000 to be incorporated in the Ninth National Economic and Social Development Plan (2002-2006). As a result, FTPI will become one of the major mechanisms in formulating, coordinating and implementing the action plan in accordance with the strategies.

Hence, the relevance of the overall goal of the Project to the Thai government policy has been confirmed.

Through the Project, FTPI has also provided several programs of productivity improvement consulting services on its own to Thai enterprises.

Both of these activities of FTPI have led productivity development activities to be diffused and gradually penetrated into the enterprises in Thailand.

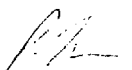
(5) Sustainability

Thai Government has decided that FTPI would be financially self-sustainable in the fields of training and consultation.

FTPI has increased its revenues in recent years by participation in the governmental business activities such as IRP and provision of consultation services to private enterprises, and resulted in the accumulation of its fund as approximately 200 million Bahts at present.

In addition to the financial conditions, the satisfaction and evaluation by the clients for the services provided by FTPI are very high and many clients are requesting to have more services from FTPI.

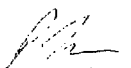
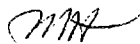
Regarding the transferred technologies through the Project and obtained by FTPI itself, C/P have mastered and developed their own technology and are expected to utilize them to future activities of FTPI.



On the other hand, the future services will be expected in the new fields of consultation (for example: TQM, Higher level process improvement technology, Cross cultural management especially in foreign capital enterprises). FTPI has to train its staff to acquire wider and deeper consultation skills and knowledge.

As an execution body of the government policy of productivity, further involvement in the governmental projects will be required in the future.

As the social and economic structure in Thailand has been changing dramatically, the consultation services will have to be reviewed, and the higher quality in consultation technology and knowledge should be required. FTPI has to prepare the concrete plan for training its staff in order to satisfy the future demand of Thai enterprises.



## 2. Achievement of the Plan

Detail Contents of Narrative Summary	Objectively Verifiable Indicator	Means of Verification
Overall Goal	1. The number of enterprises in Thailand that practice productivity development activities.	1. Companies with Full-Scale OJT: 10 Companies in IRP Activity by FTPI.
Productivity development activities will be diffused and penetrated into the enterprises in Thailand through FTPI as the national productivity organization	2. The number of enterprises that want to continue receiving FTPI's services after its consulting activities.	- Companies which received consultation service under IRP: 30
	3. The evaluation of FTPI's productivity development activities by client companies.	- Companies subject to Process Improvement Project: 10
	4. The number of consultants who have been independently trained by FTPI.	- Company diagnosis: 56
	5. The in-company evaluation of facilitators' activities nurtured by FTPI.	2. All the companies interviewed wanted to continue. ( 4 companies )
		3. The results of the research made by Nuxus Associates, inc., the Satisfaction Index by the clients to FTPI was 4.22/ 5.00, and was the best among four (4) institutes in Thailand.
		4. Total trained 38 Total enrolled 25
		5. All the companies (4) are questioned and interviewed are evaluating highly of their facilitators (The total numbers of facilitators nurtured by the Project are 94 )
Project Purposes	1. Evaluation of C/P's productivity development activities in OJT companies.	1. All the companies (4) in OJT , questioned and interviewed , evaluate C/P's productivity.
Productivity development activities will be effectively performed for Thai enterprises by the C/P of FTPI..	2. The number of OJT companies and facilitators.	2. The number of Full-scale OJT companies 10 The number of facilitators 94

## 2. Achievement of the Plan

Outputs				
0. Project operation unit will be enhanced. 1. C/P in FTPI will acquires knowledge of consulting skills. 2. C/P in FTPI will acquires knowledge of HRD/LMR to conduct productivity development	0-1. Personnel number ( FTPI /the project)	0-1 FTPI personnel list		148
	0-2. Budget	0-2 FTPI financial report		
	0-3. Project management		Income	Expenditure
	1-1 The number of C/P specialized in Consulting Skills:	1999	B 309M	B154M
	Senior level consultant / associate level consultant / junior level consultant	2000	B 211M	B 214M
	1-2 Evaluation of C/P's achievement with respect to knowledge and experiences.	2001	B 267M	B 287M
	2-1 The number of C/P specialized in HRD/LMR:	0-3 Highly evaluated by both side of Thai and Japan		
	Senior level consultant / associate level consultant / junior level consultant	1-1 Senior		8
	2-2 Evaluation of C/P's achievement with respect to knowledge and experiences	Associate		7
		Junior		0
		Assistant		1
		1-2 ditto		
		2-1 Senior		4
		Associate		4
	Junior		1	
	2-2 ditto			



2. Achievement of the Plan

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Detailed Contents of Narrative Summary	Objectively Verifiable Indiction	Means of Verification
Activities	Input	
	Japanese side	Thai side
0-1 Allocate necessary personnel		
0-2 Make action plan		
0-3 Make budget plan and execute properly		
1-1 Formulate C/P training plan		
1-2 Provide C/P training curriculum		
1-3 Provide C/P training Materials		
1-4 Provide C/P with lectures on Consulting Skills		
1-5 Conduct company visit study for C/P on Consulting Skills		
1-6 Conduct OJT for C/P training on Consulting Skills		
1-7 Jointly develop traing manuals to be used as a guidelines for C/P.		
1-8 Conduct seminars for relevant people		
1-9 Evaluate the results of the training.		
2-1 Formulate C/P training plan		
2-2 Provide C/P training curriculum		
2-3 Provide C/P training Materials		
2-4 Provide C/P with lectures on HRD/LMR		
2-5 Conduct company visit study for C/P on HRD/LMR		
2-6 Conduct OJT for C/P training on HRD/LMR		
2-7 Jointly develop traing manuals to be used as a guidelines for C/P.		
2-8. Conduct seminars for relevant people		
2-9 Evaluate the results of the training.		
	1. Japanese Expert Disptched Record	1. Allocation of C/P and office staff
	a) Long term experts:	* C/P: CSK 16 + HRD/LMR 9 Total 25
	* Chief advisor 1	* Office staff: Total 148
	* CSK 2	(FTPI staff including C/P )
	* HRD/LMR 1	
	Total 4	
	b) Short term experts:	2. Location/placement of offices and office equipment
	* Value Engineering 1	
	* Strategy and Business planning for SME 1	3. Provision of Machinery and Equipment
	* HRD Consulting 1	Office furniture, OA machines and
	* Supervisory Training 1	Experts' rooms
	* Additional (Expected) 2	
	Total 6	
	2. Record of C/P training in Japan	
	a) JICA training in Japan 8	
	b) Training in Japanese Company in Thailand	4. Provision of other equipment such as spare parts and vehicles
	CSK section 5	
	[c] Training at APO in Japan	
	HRD section 1]	
	Total 13	
	3. Materials and Equipment Provision Record	
	Documents, text, Video Tapes: ¥1,035,000	
	4. Dispatch of study team	
	Business Management	
	Consultaion 2	
	Project end evaluation 4	
	Total 6	

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2. Achievement of the Plan

Detailed Contents of Narrative Summary	Objectively Verifiable Indiction		Means of Verification	
Activities	Input		Thai side	
	Japanese side			
0-1 Allocate necessary personnel			5. Local Expenses	
3-1 Formulate C/P training plan	5. Local expense		FY1999	B1,892,000
3-2 Provide C/P training curriculum	FY1998	¥288,000	FY2000	B1,571,000
3-3 Provide C/P training Materials	FY1999	¥1,950,000	FY2001(Oct.'00	
3-4 Provide C/P with lectures on HRD/LMR	FY2000	¥2,821,000	---Feb.'01)	B 510,000
3-5 Conduct company visit study for C/P on HRD/LMR	Total	¥5,059,000	Total	B3,973,000
3-6 Conduct OJT for C/P training on HRD/LMR				
3-7 Jointly develop training manuals to be used as a guidelines for C/P.				
3-8. Conduct seminars for relevant people				
3-9 Evaluate the results of the training.				
4-1 Implement the provision and installation of necessary machinery and equipment				
4-2 Make plan for maintenance and management of the machinery and equipment				
4-3 Implement daily maintenance of machinery and equipment				

### 3. Details

#### 3.1 Effectiveness

	Effectiveness	Constraints	References
<p>(1) Contribution of Outputs to the Project Purpose</p>	<p>Output 0: Project operation unit will be enhanced.</p> <p>The organization of FTPI was constructed under the Executive Director, consisting of six (6) departments such as consulting department, training department etc. Total number of employee in FTPI has become from 159 to 148 since the commencement of the F/U. The number of C/P in the F/U was 24 in the beginning and has become to 25 (CSK 16, HRD/LMR 9) till the present. Though the total number of C/P to be trained till the end of the Project, which was planned as thirty (30) at the commencement of the F/U, has not been achieved, the number of senior and associate level consultants has become to twenty-three (23) against the originally scheduled number of twenty (20).</p> <p>The budget of FTPI had consisted of self-income generated by its services for private sector and government subsidy for executing government activities including IRP project. While the government subsidy tends to be decreased, self-income is increasing due to the development of consulting capabilities and human resource development activities in FTPI.</p> <p>Regarding the project management, the channel between the Thai and Japanese side for information exchange and decision making has been established, such as Steering Committee (in every three months), monthly meeting and Working Committee (in every week). This has played a very important role in adjusting the workload of C/P in IRP and the Project and in monitoring the plan of Project activities and evaluation of attained level of C/P.</p>		<p>Annex 4</p> <p>Annex 5</p> <p>Annex 6</p>

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	<p>Output 1. C/P in FTPI will acquire knowledge of consulting skills.</p> <p>The main objective of the F/U was to train the senior level consultants sufficient in terms of both quantity and quality in the fields of CSK and HRD/LMR. The senior level consultants are defined as the ones who are eligible to independently conduct the consultation activities such as enterprise diagnosis and improvement instruction in response to the needs of government and enterprises, and capable of training junior consultants.</p> <p>Regarding the attainment of C/P, eight (8) senior level consultants were trained in CSK against the original expected number of nine (9). The decrease was because of the resignation of some associate level consultants who had been expected to be qualified to the senior level. As for the associate level, seven (7) C/P have been trained against the original expected number of six (6).</p> <p>Although nine (9) C/P have resigned during the F/U as mentioned above, FTPI's capability for conducting consultation as a whole was upgraded by adequate personnel recruitment made by FTPI as well as proper instruction by Japanese experts and senior level C/P.</p>	<p>Nine (9) C/P in total, including the associate level consultants who were expected to be promoted to the senior level, have resigned.</p>	<p>Annex 8-1 Annex 8-2 Annex 8-3 Annex 15</p>
	<p>Output 2. C/P in FTPI will acquire knowledge of HRD /LMR to conduct productivity development.</p> <p>In the field of HRD /LMR, four (4) senior level consultants have been trained as scheduled. As for associate level consultants, four (4) C/P, three (3) more than the original schedule, have been trained.</p> <p>Although four (4) C/P have resigned during the F/U as mentioned above, FTPI's capability for conducting consultation as a whole was upgraded by adequate personnel recruitment made by FTPI as well as proper instruction by Japanese experts and senior level C/P.</p>	<p>Four (4) C/P have resigned.</p>	<p>Annex 8-1 Annex 8-2 Annex 8-3 Annex 15</p>

	Effectiveness	Constraints	References
(2) Contribution of Activities to Outputs	<p>Activity 0: Allocation of personnel, formulation of action plan and budget plan</p> <p>FTPI has recruited most of its employees from colleges or graduate schools and allocated them to each department for the purpose of training them as competent staff or consultants who are capable of providing practical advice for productivity development in enterprises. Some C/P resigned during the F/U, but FTPI covered it by recruiting some new employees to train necessary number of C/P.</p>		Annex 15
	<p>Activity 1 C/P training in the field of CSK</p> <p>For attaining the Output 1 above, the activities in this field have been executed effectively as follows:</p> <ul style="list-style-type: none"> <li>- The plans for C/P training have been confirmed, managed, and revised when needed through steering committee meetings and working committee meetings.</li> <li>- The analysis of current status and benchmarking of Thai enterprises regarding productivity development have been executed by visiting nine (9) enterprises.</li> <li>- Conducting full-scale consultation OJT for six (6) enterprises, C/P have acquired practical skills for offering diagnosis and instruction to the enterprises, such as 5 S deployment, overall factory management, productivity development planning, cost reduction, and so forth.</li> <li>- Sixteen (16) kinds of training materials have been provided by experts and fifteen (15) kinds of manuals have been developed jointly by the experts and C/P.</li> </ul>		Annex 3 Annex 6 Annex 9 Annex 10 Annex 11 Annex 12
	<p>Activity 2 C/P training in the field of HRD /LMR</p> <p>For attaining the Output 2 above, the activities in this field have been executed effectively as follows:</p> <ul style="list-style-type: none"> <li>- The plans for C/P training have been confirmed, managed, and revised when needed through steering committee meetings and working committee meetings.</li> <li>- The analysis of current status and benchmarking of Thai enterprises regarding productivity development have been executed by visiting eleven (11) enterprises.</li> <li>- Conducting full-scale consultation OJT for four (4) enterprises, C/P have acquired practical skills for offering diagnosis and instruction to the enterprises regarding the introduction of operation standard, job description standard, personnel evaluation system, ability-based salary system, and so forth.</li> <li>- Six (6) kinds of training materials have been provided by experts and three (3) kinds of manuals have been developed jointly by the experts and C/P.</li> </ul>	Full-scale OJT activity for one (1) company delayed for two (2) months due to the delay of subsidy delivery from the government.	Annex 3 Annex 6 Annex 9 Annex 10 Annex 11 Annex 12

### 3.2. Impact

	Impact	References
(1) Direct Impact (Project Purpose Level)	<p>By executing Full-scale OJT for ten (10) companies in the field of CSK and HRD / LMR, the C/P's abilities were upgraded as originally intended. In addition to the achievement of the original objective, some direct impacts on productivity development in enterprises, such as shortening of delivery time, reduce in defect rate, total stocks, cost, and so on, were made by the OJT activities.</p> <p>At the same time, FTPI has been highly evaluated by the enterprises for its diagnosis, introduction of personnel management systems and human resource development which are the sub-systems to support continuous implementation of the productivity development activities.</p> <p>As a result of above mentioned activities, it made favorable impact on the financial condition of FTPI and received orders for company diagnosis work through international tender and also increasing inquiries by Japanese enterprises which have high demand for quality services.</p> <p>FTPI has been evaluated by external organizations such as World Bank and the Thai government as the excellent business entity for its technology level and impacts it made in the field of consultation regarding production management.</p> <p>The study report by the Thai research institute (Nexus Associates Inc.) also shows the highest evaluation among similar institutes in Thailand.</p> <p>A client who has received the consultation service from other Thai organization evaluates much more FTPI than others in its service capability even though the consultation fee was free for the other organizations.</p>	<p>Annex 3 Annex 9 Annex 10 Annex 11</p> <p>Report of World Bank</p> <p>Report of Nexus Associates, Inc.</p> <p>Interview with Thai Fukoku Co., Ltd.</p>
(2) Indirect Impact (Overall Goal Level)	<p>FTPI has carried out the activities regarding human resource development and enterprise diagnosis under the IRP during the periods of the F/U. By these activities, the outputs of the Project have effectively contributed to the productivity development of enterprises through IRP, as the Thai government intended.</p> <p>The National Strategic Plan for Productivity, which had been formulated by six (6) relevant ministries/agencies as well as FTPI, was incorporated into the Ninth National Economic and Social Development Plan (2002—2006) as one of important pillars of the plan. This fact shows that FTPI has been highly recognized as the national productivity organization and also as the executing body of the productivity development activities.</p> <p>FTPI has been asked to become financially independent by the government since October 2000, as a result of the increased revenue through FTPI's own activities. It is considered that the training of FTPI staff through the Project has indirectly contributed to the increase of FTPI's income.</p> <p>The system of training junior level C/P by the senior level C/P, which was developed by the project, have contributed to FTPI's its sustainability.</p>	<p>National Strategic Plan for Productivity</p> <p>Annex 5</p>

### 3.3 Efficiency

<p>(1) Timing of Inputs</p> <p>Japanese side          Dispatch of experts          Reception of trainee          Provision of machinery and equipment          Others</p>	<p><u>Japanese side</u></p> <p>The timing of dispatching experts has been appropriate in general. In 1999, however, the request for dispatching short-term expert in the field of "Management Consultation" was made instead of the original field of "Personnel Management System". Since it took a certain time to clarify the background of this request and the detail contents of requested technology transfer, the dispatch was delayed to some extent. In spite of this delay, there was no big influence on the general execution of the plan.</p> <p>At the beginning of the F/U cooperation, C/P training in Japan and provision of machinery and equipment from the Japanese side were not planned. However, as the training in Japan was one of the requirements for C/P to reach the senior level, a newly enrolled C/P expected to become senior level was received for training in 1999. On this occasion, additional seven (7) FTPI staff were trained by Cost Sharing scheme where the Thai side bore a part of the cost, which worked very smoothly. The timing of the training was appropriate.</p> <p>As for the provision of machinery /equipment, books and video tapes in the cooperation fields were requested in 2000 for the purpose of helping sustainability after the end of the Project. The Japanese side decided to provide them as requested because it was judged that they would be effective as the materials for C/P to train juniors by themselves and used as reference in conducting consultation to the outside clients.</p>	<p>Annex 14-1          Annex 14-2</p>
<p>Thai side          Preparation of land, facilities and machinery /equipment          Placement of counterparts          Financial resources for local costs          Others</p>	<p><u>Thai side</u></p> <p>FTPI moved to the present new office in March 2000 without any big influence on the project activities.</p> <p>During the F/U period, nine (9) C/P in CSK and four (4) C/P in HRD /LMR have resigned, but on the other hand, new C/P including newly recruited ones were allocated to the Project, seven (7) to CSK and two (2) to HRD /LMR. This helped to keep the target number of senior level consultants as eight (8) in CSK against the original target of nine (9). The main reason of the C/P's resignation was (1) the transfer to private enterprises where higher salary was offered, (2) involved in the family business, (3) to get more higher educational career in university etc. It was noted that the linkage between FTPI and the C/P who resigned and became independent consultants was seen in some cases in the form of subcontracting consultation business from FTPI to the former C/P.</p> <p>The local costs have been born by the Thai side without any problems, which contributed to smooth implementation of the Project.</p>	<p>Annex 4          Annex 16          Annex 17</p>

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<p>(2) Relation between Inputs and outputs</p> <p>Japanese side          Dispatch of experts          C/P training in Japan          Provision of Machinery / equipment          Others</p> <p>Thai side          Preparation of land, facilities, and machinery / equipment          Allocation of C/P Financial resources for local costs          Others</p>	<p><u>Japanese side</u></p> <p>Attainment of the outputs has been promoted by executing OJT at enterprises, which gave C/P practical experiences on the productivity development consultation for the improvement of shop floor under the technical advice by the long-term experts. At the same time, classroom training, workshop, and OJT at enterprises on the basic knowledge of management consulting techniques, value engineering and business planning taught by short-term experts have also promoted the attainment of the outputs.</p> <p>The proper training in Japan requested by the Thai side and conducted though not planned in the beginning contributed to the attainment of the outputs because it helped a newly allocated C/P to satisfy the requirement for reaching the senior level.</p> <p>The provision of books and video tapes by the Japanese side, which was also originally not planned, is expected to contribute to the attainment of outputs by upgrading C/P's knowledge in both fields of CSK and HRD/LMR.</p> <p><u>Thai side</u></p> <p>Provision of land, facilities, machinery and equipment by the Thai side has been properly conducted and resulted in strengthening of project operation unit.</p> <p>Although some C/P including the candidates for senior level consultants have resigned, newly recruited C/P were allocated to the Project and basic technology has been transferred to the new C/P by senior level C/P. This helped to keep the decrease in target number of senior level consultants to only one and resulted in maintaining the environment for attaining the outputs of the Project.</p>	<p>Annex 14-1          Annex 14-2          Annex 15</p> <p>Annex 5          Annex 15          Annex 16          Annex 17</p>
<p>(3) Linkage with other Cooperation Project</p>	<p>The dispatch of short-term experts from the Asian Productivity Organization (APO) and the C/P training in APO has helped effectively the Project execution.</p> <p>A long term expert from Japan Overseas Development Corporation (JODC) was dispatched to FTPI and performed independently his own activities in the field of TPM for one year.</p>	

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### 3.4 Relevance

<p>(1) Relevance with Overall Goal</p> <p>Relevance with beneficiary's needs</p> <p>Relevance with development policy</p>	<p>In the Industrial Restructuring Plan (IRP) planned by the Thai government corresponding to the economic crisis in 1997, productivity development and improvement of production process was mentioned as one of the important eight programs for strengthening international competitiveness of Thai enterprises. On top of that, the National Strategic Plan for Productivity was approved in the Cabinet in September 2000 to be incorporated into the National Economic and Social Development Plan.</p> <p>Therefore, the Overall Goal of the Project exactly meets the government policies.</p> <p>Thai enterprises have recognized the necessity of productivity development after the economic crisis, and has become to show their positive interest in receiving consultation services from outside by getting financial support from the government through IRP programs.</p>
<p>(2) Relevance with Project purpose</p> <p>Relevance with Overall Goal</p> <p>Relevance with organizational needs of implementation agency</p>	<p>The Project Purpose has been consistent with the Overall Goal.</p> <p>FTPI, as the national productivity organization, is positioned to take a role for the promotion of personnel development in enterprises through IRP activities, and also for coordinating productivity development activities which the government is promoting. Therefore, strengthening the function in FTPI through the Project has exactly met the needs of FTPI.</p>
<p>(3) Rationale of Project Planning</p>	<p>For the productivity development of enterprises, both production site and business management system are expected to be improved, but the Project has mainly focused on the improvement of production site. Considering the limited cooperation period and resources, this approach in the Project could be evaluated to be appropriate, but on the other hand, FTPI has shown its interest in adding the consultation technique for business management into the Project to meet the needs of enterprises. For this request of FTPI, the long-term experts have responded as much as possible, and the short-term experts in the fields of management consulting, value engineering and business planning have been dispatched based on the request of FTPI in the later period of the F/U.</p>
<p>(4) Factors Affected</p>	<p>No factors that adversely affect the Project have been recognized.</p>

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### 3.5 Sustainability

(1) Institutional Aspects	<p>" Productivity development and production process improvement " is one of the important eight programs mentioned in IRP (a five year plan from October 1998 to September 2003) which was started for strengthening international competitiveness of Thai enterprises in response to the economic crisis in 1997. In the IRP, FTPI is positioned to take its role for the promotion of human resource development in enterprises and also for the coordination of productivity development activities.</p> <p>The National Strategic Plan for Productivity was approved by the Cabinet in September 2000 to be incorporated in the Ninth National Economic and Social Development Plan (2002—2006). FTPI has been engaged in formulating the Plan and expected to be one of the agencies for executing the Plan and for giving advice to the government. Accordingly, the expectation to FTPI by the Thai government is anticipated to increase more in the future.</p> <p>As FTPI became financially independent in October 2000, continuous resignation of personnel including C/P has been observed, but on the other hand, new personnel have been recruited properly. For avoiding resignation of C/P, FTPI has contracted with an outside consulting company to improve its human relation/ personnel management system. Study report will be completed in April 2001. FTPI considers that there is no shortfall in treating staff as compared to the other governmental organizations.</p> <p>FTPI is utilizing some of the resigned C/P as subcontractors to FTPI in its consultation business activities.</p> <p>Upon the policy of the Thai Government and the expectation by the government to FTPI, the involvement of FTPI to IRP activities will increase more in the future.</p>
(2) Financial Aspects	<p>FTPI was financially supported 100 % by the Thai government since its establishment till September 2000, and has been expected to bear the most part of its revenue on its own since October 2000. However, as the Thai government recognized the importance of the productivity development activities after the economic crisis in July 1997, and decided to strengthen the functions of FTPI in IRP, FTPI requested the government to continue further financial support for additional five more years. Despite the request, the government decided that FTPI would be self-sustaining in the new fiscal year starting from October 2000 in accordance with the governmental policy for the privatization of public organizations.</p> <p>Against the backdrop, FTPI has been trying to increase its income by participating in the governmental programs, whereas the income from the services to private enterprises has been also increasing in last two years. But these governmental activities are basically not profitable in the sense of income. FTPI is planning to request the government to review the contract amounts to be more reasonable for FTPI for its sustainability. With those efforts, FTPI's financial independence would be assured eventually. To be a sustainable organization in the future, however, it is necessary for FTPI to increase its income and accumulate it as a fund by expanding its business activities.</p>

<p>(3) Technical Aspects</p>	<p>In the field of CSK, the senior and associate level consultants who are able to instruct productivity development in factories have been trained satisfactorily in terms of both quantity and quality. As FTPI has executed full-scale OJT continuously and contributed actively to IRP, as well as come to take orders from Japanese enterprises which have high level of requirement for outside services, it is considered that FTPI has attained sufficient technical development to maintain its sustainability.</p> <p>In the field of HRD/LMR, the scheduled numbers of both senior consultants and associate consultants have been trained. In addition to the tangible outputs in full-scale OJT activities, FTPI has been introduced to new clients by the present clients and active performance has been observed in IRP activities. Evaluating these facts, it is understood that the capability of FTPI has been upgraded enough to make advice for enterprises by utilizing independently the results of technology transfer in the Project. However, as the requirement for the consultation services from large-scale Thai enterprises and Japanese enterprises is expected to increase in future, it is necessary for FTPI to continue the quantitative and qualitative increment of its technical capacity in the concerned field.</p> <p>From the above-mentioned two points, it could be said that the technical level of FTPI has been upgraded and thus the sustainability of the Project has been enforced through the F/U Project.</p> <p>Moreover, within their heavy workload, senior level C/P were made to look after junior C/P, FTPI has established a system to develop necessary human resources by itself.</p> <p>As the social and economic structure in Thailand has been changing dramatically, the consultation services will have to be reviewed and the higher quality in consultation technology/ knowledge should be required. FTPI has to prepare the concrete plan for training its staff in order to satisfy the future demand of Thai enterprises.</p>
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## V. CONCLUSION

The objectives of the Project will be accomplished successfully by the end of the Project, and thus the two-year Follow-up Program will be terminated as scheduled on February 17, 2001.

As a result of the implementation of the Project, C/P have been trained sufficiently both in terms of number and their quality. The consultation services conducted by the trained C/P have made tangible effects in many companies and have been evaluated highly by outside organizations as well as the clients.

The Project has been in compliance with the policy of the Thai Government as the fact shows that it is tackling productivity development of Thai enterprises to enhance their competitiveness under the IRP and projected National Strategic Plan for Productivity. Under the policy, FTPI is expected to play a leading role in the field of productivity development more in the future by continuously enhancing its capacities based on the foundation built up by the Project. Judging from the present capabilities of FTPI, the positive effects of the Project is expected to be sustained after the termination of the F/U.

At the same time of the Project termination, FTPI is instructed by the government to become a self-sustaining organization. Therefore, it is the future important issue for FTPI to manage the balance between profit making activities and its mission as the National Productivity Organization.

## VI. RECOMMENDATION

### 1. Short term recommendation

- a) The Productivity Development is considered as the most important issue in strengthening the competitiveness of Thai industries, and for that reason the National Strategic Plan for Productivity has been incorporated in the Ninth National Economic and Social Development Plan.

As already been performed during the F/U period, FTPI is expected to continue to perform its mission as the only national agency for productivity promotion in Thailand.

In order to respond to this expectation, FTPI is expected to accumulate productivity related information and technology while maintaining closer coordination with other government organizations, private sectors and the productivity development agencies in Asian region.

- b) During the F/U period, FTPI was successful in developing agreed number of senior and associate level consultants in both CSK and HRD/ LMR fields. FTPI as consulting organization, however, is required to increase the number and upgrade quality of the internal and external consultants.
- c) Further, in the field of HRD /LMR, FTPI is recommended to explore new business opportunities to train staff working for Japanese enterprises in Thailand especially in cross-cultural management.
- d) FTPI is recommended to establish a Consultant Enhancement Course to meet the demand in Thai enterprises, which will also contribute to the future sustainability of FTPI. Furthermore, FTPI is recommended to set up Qualification System of consultants including Certification Examination.

### 2. Long term recommendation

- a) Thirteen (13) C/P have resigned from FTPI in CSK and HRD /LMR during the F/U period. Although the reasons of their resignation differ, commitment of C/P to FTPI is crucial for FTPI's future.

Therefore, FTPI is recommended to review and reestablish personnel management system.

- b) It is feared that the reduction of financial support by the Thai Government at this early stage could lead FTPI to concentrate on revenue generating activities in order to remain financially viable at the expense of mission-oriented macro activities.

The Government should consider to provide appropriate support to FTPI so that FTPI will be able to fulfill its mission for productivity.

- c) FTPI is required to increase the number of consultations in Thailand. It is thus necessary to examine possibility of launching intensive marketing campaign.

- d) In order to promote Thailand National Quality Award, FTPI should make more study on the technologies concerned such as TQM.

## VI. LESSONS LEARNED

- a) Balancing C/P's workload allocation for the Project and IRP, etc. was supposed to be the issues when the F/U started. However, establishment of "Steering Committee"/ "Working Committee" between the Japanese and Thai sides had enabled to assure expected level of communication between the two and contributed greatly to ensure smooth operation of the Project.

This arrangement by the Project could be effectively applied for other projects which are already in operation.

The efforts of both Thai and Japanese sides to manage the Project through "Steering Committee"/ "Working Committee" should be highly evaluated.

- b) The collaboration between CSK and HRD/LMR in full-scale OJT has created synergy in the consultation.

## VIII. Annexes

- 1 Project Design Matrix (PDM) for Evaluation
- 2 Chronological Review of the Project
- 3 Plan of Operations (PO) for Follow-up Program
- 4 Organization Chart of FTPI
- 5 Income and Expenditure during the Project (FTPI's Budget)
- 6 Record of Steering Committee
- 7 Achievement of Consultation under IRP
- 8-1 Achievement of C/P Development
- 8-2 The Definition of each level of C/P
- 8-3 The required units for C/P to attain each level of C/P Development Program
- 9-1 Achievement of Technology Transfer in CSK
- 9-2 Achievement of Technology Transfer in HRD/LMR
- 10 Outline of Activities in Full-Scale OJT Companies
- 11 Major Project Activities from Feb. 94 to Feb. 01
- 12 List of Training Materials/Manuals Developed in the Follow-up Program
- 13 Number of Facilitators
- 14-1 Inputs by the Japanese Side during the Follow-up
- 14-2 Expenses by the Japanese Side
- 15 List of Thai Counterpart Personnel and Record of C/P Training
- 16 Machinery and Equipment Provided by the Thai side
- 17 Expenses for the Follow-up Program by the Thai Side

Annex 1 Project Design Matrix (PDM) for Evaluation

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Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b></p> <p>Productivity development activities will be diffused and penetrated into the enterprises in Thailand through FTPI as the national productivity organization.</p>	<ol style="list-style-type: none"> <li>1. The number of enterprises in Thailand that practice productivity development activities</li> <li>2. The number of enterprises that want to continue receiving FTPI's services after its consulting activities</li> <li>3. The evaluation of FTPI's productivity development activities by the client companies</li> <li>4. The number of consultants who have been independently trained by FTPI</li> <li>5. The in-company evaluation of facilitators' activities nurtured by FTPI</li> </ol>	<ol style="list-style-type: none"> <li>1. Interviews with Japanese experts                             <ul style="list-style-type: none"> <li>• Statistics of Ministry of Industry</li> </ul> </li> <li>2. Interviews with Japanese experts</li> <li>3. Interviews with OJT companies                             <ul style="list-style-type: none"> <li>• Questionnaires to OJT companies</li> </ul> </li> <li>4. Interviews with Japanese experts                             <ul style="list-style-type: none"> <li>• Statistics of FTPI</li> </ul> </li> <li>5. Interviews with OJT companies                             <ul style="list-style-type: none"> <li>• Questionnaires to OJT companies</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>a. Related economic policy on productivity development is stable.</li> </ol>
<p><b>Project Purpose</b></p> <p>Productivity development activities will be effectively performed for Thai enterprises by the C/P of FTPI.</p>	<ol style="list-style-type: none"> <li>1. Evaluation of C/P's productivity development activities in OJT companies.</li> <li>2. The number of OJT companies and facilitators</li> </ol>	<ol style="list-style-type: none"> <li>1. Interviews with OJT companies                             <ul style="list-style-type: none"> <li>• Videotapes of OJT companies which were produced by FTPI</li> <li>• Questionnaires to OJT companies</li> </ul> </li> <li>2. Reports made by C/P                             <ul style="list-style-type: none"> <li>• Questionnaires to OJT companies</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>a. Enterprises in Thailand become prospective customers for the productivity development activities of FTPI.</li> <li>b. Enterprises in Thailand acknowledge FTPI as the national organization of productivity development.</li> <li>c. Relations among productivity related organizations (universities, enterprises, consultants) will be established.</li> </ol>
<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>0. Project operation unit will be enhanced.</li> <li>1. C/P in FTPI will acquire knowledge of Consulting Skills.</li> <li>2. C/P in FTPI will acquire knowledge of HRD/LMR to conduct productivity development.</li> </ol>	<ol style="list-style-type: none"> <li>0-1 Personnel number (FTPI/the Project)</li> <li>0-2 Budget</li> <li>0-3 Project management</li> <li>1-1 The number of C/P specialized in Consulting Skills:                             <ul style="list-style-type: none"> <li>Senior level consultant / Associate level consultant / Junior level consultant</li> </ul> </li> <li>1-2 Evaluation of C/P's achievement with respect to knowledge and experience</li> <li>2-1 The number of C/P specialized in HRD/LMR:                             <ul style="list-style-type: none"> <li>Senior Level consultant / Associate level consultant / Junior level consultant</li> </ul> </li> <li>2-2 Evaluation of C/P's achievement with respect to knowledge and experience</li> </ol>	<ol style="list-style-type: none"> <li>0-1 FTPI Personnel list</li> <li>0-2 FTPI financial report</li> <li>0-3 Project Report/List of clients</li> <li>1-1 Interviews with Japanese experts                             <ul style="list-style-type: none"> <li>• FTPI/Project Record</li> </ul> </li> <li>1-2 Interviews with Japanese experts                             <ul style="list-style-type: none"> <li>• Evaluation of C/P achievements in classroom training and OJT</li> <li>• Questionnaires to OJT companies</li> </ul> </li> </ol> <p>(Means of Verification for 2 are the same as 1 above)</p>	<ol style="list-style-type: none"> <li>a. Enterprises in Thailand acknowledge the importance of productivity development.</li> <li>b. The importance of raising Productivity (Quality, Cost, Delivery, Safety and Management) is acknowledged by enterprises.</li> </ol>

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Narrative Summary	Inputs		Important Assumptions
Activities	Japanese side	Thai side	
0-1 Allocate necessary personnel 0-2 Make action plan 0-3 Make budget plan and execute properly 1-1 Formulate C/P training plan 1-2 Provide C/P training curriculum 1-3 Provide CP training materials 1-4 Provide C/P with lectures on Consulting Skills 1-5 Conduct company visit study for C/P training on Consulting Skills 1-6 Conduct OJT for C/P training on Consulting Skills 1-7 Jointly develop training manuals to be used as guidelines for C/P 1-8 Conduct seminars for relevant people 1-9 Evaluate the results of the training	1. Dispatch of Japanese Experts a) Long term Experts • Chief Advisor • Consulting Skills • HRD/LMR b) Short term experts 2. Provision of Machinery and Equipment Provision of machinery, equipment and other materials will not be considered in principle. 3. Training of Thai personal in Japan Training of Thai personnel in Japan will not be considered in principle.	1. Allocation of C/P and office staff 2. Location/placement of offices and office equipment 3. Provision of Machinery and Equipment 4. Provision of other equipment such as spare parts and vehicles 5. Financial resources for the Project	a. Trained C/P stay in PTPI permanently. b. Top management of OJT companies accept the consultation activities of the C/P.
2-1 Formulate C/P training plan 2-2 Provide C/P training curriculum 2-3 Provide CP training materials 2-4 Provide C/P with lectures on HRD/LMR 2-5 Conduct company visit study for C/P training on HRD/LMR 2-6 Conduct OJT for C/P training on HRD/LMR 2-7 Jointly develop training manuals to be used as guidelines for C/P 2-8 Conduct seminars for relevant people 2-9 Evaluate the results of the training			Pre-conditions a. The financial support of the Thai government continues during the cooperation period.

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## Annex 2 Chronological Review of the Project

Year	Month/Date	Item
1991	July	The Thai government submitted a request for a project-type technical cooperation to the government of Japan
1993	March 1-9 August 11-24	Dispatch of the Preliminary Survey Team Dispatch of the Expert Survey Team
1994	February 10-19 February 18 May 25  May 31 June 15 June 30 October  November 23- December 2	Dispatch of the Implementation Survey Team Sign of R/D Start of the Term of the Cooperation Dispatch of Japanese Long-Term Experts (Consulting Skills, Coordinator) Dispatch of Japanese Long-Term Expert (HRD/LMR) Dispatch of Japanese Long-Term Expert (Promotion/Survey) Dispatch of Japanese Long-Term Expert (Chief Advisor) Establishment of the National Productivity Center (NPC) was officially approved by the cabinet Dispatch of the Consultation Team
1995	January 18-19 January 25 June 10 July 1 November 20-28	The First Top Management Seminar was held at Bangkok The Second Top Management Seminar was held at Korat The first batch of Machinery and Equipment arrived from Japan FTPI was officially established Dispatch of the Advisory Team
1996	January 29 March 25 March 28 October 28-November 5	Rearrangement work of FTPI office was completed The Third Top Management Seminar was held at Bangkok The Fourth Top Management Seminar was held at Chiang Mai Dispatch of the Consultation Team
1997	February 14  March 28 June 12-14 October 30-November 7	The second batch of Machinery and Equipment (purchased from local agent) arrived The third batch of Machinery and Equipment arrived from Japan FTPI Official Opening Ceremony was held Dispatch of the Consultation Team
1998	January 20 October 25-November 11 December 28	The Fifth Top Management Seminar was held at Bangkok Dispatch of the Evaluation Team Sign of R/D on The Follow-up Program of Productivity Development Project
1999	January February 10 February 17	The Sixth Top Management Seminar was held at Bangkok Dispatch of Japanese Long-Term Experts (CSK/HRD) Dispatch of Japanese Long-Term Experts (Chief Adviser)
2000	January 28 November 21  December 11-23	Continuous Improvement Seminar was held at Bangkok Joint Seminar With Japan Chamber of Commerce and Federation of Thai Industries on Cost Reduction Dispatch of the Evaluation Team for the Follow-up Program
2001	January 26	The Top Management Seminar will be held at Bangkok

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Annex 3 Plan of Operations (PO) for the Follow - up Program

Calendar year			98												99												2000												01												Responsible people in the project				In - put		Remarks
			IV			I			II			III			IV			I			II			III			IV			I			II			III			IV			FTPI	Senior C/P	Team leader of OJT	Japanese expert	Japanese C/P expert											
			III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV													
Japanese fiscal year			98												99												2000																														
Period of F/U	From who	To whom																																																							
0 Project Operation Unit will be enhanced 0-1 Allocate necessary personnel. 0-2 Make action plan. 0-3 Make budget plan and execute properly.																																																									
1 Counterparts in FTPI acquire knowledge of consulting skill. 1-1 Formulate C/P training plan. 1-2 Provide C/P with training curriculum. 1-3 Provide C/P with training materials. 1-4 Provide C/P with classroom training on Consulting Skills. 1-4-1 Overall Factory Management	J.Expert J.Expert	All C/P All C/P																																																							
1-4-2 Effective Utilization of Each Tool such as TPM, TQM, JIT	J. Expert Senior	SEN / ASS ASS / JUN																																																							
1-4-3 Integration of Productivity Improvement Activities	J. Expert Senior	SEN / ASS ASS / JUN																																																							
1-5 Conduct company visit study	J.Expert Senior	All C/P ASS / JUN																																																							
1-6 Conduct OJT for C/P on consulting skills.	J. Expert	SEN / ASS																																																							
1-6-1 Full-Scale OJT	J. Expert Senior	SEN / ASS ASS / JUN																																																							
1-6-2 Consultation OJT	J. Expert	SEN / ASS																																																							

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Annex 3 Plan of Operations (PO) for the Follow - up Program

Calendar year			98		99				2000				01	Responsible people in the project				In - put	Remarks
			IV	I	II	III	IV	I	II	III	IV	I	FTPI	Senior C/P	Team leader of OJT	Japanese expert	Japanese C/P expert		
Japanese fiscal year			98		99				2000										
			III	IV	I	II	III	IV	I	II	III	IV							
1-7 Jointly develop training manuals to be used as guidelines for C/P. Revision of existing training manuals will be conducted if necessity arises.	From who	To whom												Sithinaih Chadej	Mana Kittipong Nuchsara Arnomrat Kritsana		Tsuchiya	Tsuchiya Suzuki	
1-8 Conduct seminar for relevant people	SENIOR	RELEVANT PEOPLE												Chadej	Kamolwan Kritsana		Umezawa	Umezawa Tsuchiya	
1-9 Evaluate the results of the technology transfer.	FTPI Expert	ALL C/P												Sithinaih Chadej			Tsuchiya Tsuchiya	Tsuchiya Tsuchiya	
2 Counterparts in FTPI acquire knowledge of HRD/ LMR to conduct Productivity Development																			
2-1 Formulate C/P training plan.	J. Expert	ALL C/P																Kawaguchi	Kawaguchi
2-2 Provide C/P with training curriculum.	J. Expert	ALL C/P																Kawaguchi	Kawaguchi
2-3 Provide C/P with training materials.	Senior	ALL C/P																Kawaguchi	Kawaguchi
2-4 Provide C/P with classroom training on HRD / LMR.																			
2-4-1 Introduction of Productivity (Introductory and Basic productivity Consultant)	CS	b/c												Sunee				Kawaguchi	
2-4-2 Facilitator Training	PRO	b/c												Sunee	Warong Weena			Kawaguchi	
2-4-3 HRD Consulting	J.Expert	c												Pattarasak Sunee				Kawaguchi Kawaguchi	Kawaguchi
2-4-4 Personnel Management	a/b	c												Sunee				Kawaguchi	Kawaguchi
2-4-5 Basic Management Consulting	CS	b/c												Sunee				Kawaguchi	Kawaguchi
2-4-6 Supervisory Training	J. Expert	a/b												Sunee				Kawaguchi	Kawaguchi
2-4-7 Middle Management Training	a/b	c												Sunee	Sunee	Pharadee		Kawaguchi	Kawaguchi
2-5 Conduct company visit study	J. Expert	a/b/c												Pattarasak				Kawaguchi	Kawaguchi
	SENIOR	ALL C/P												Sunee	Sunee			Kawaguchi Kawaguchi	Kawaguchi

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Annex 3 Plan of Operations (PO) for the Follow - up Program

Calendar year			98		99				2000				01	Responsible people in the project				In - put	Remarks	
			IV	I	II	III	IV	I	II	III	IV	I	FTPI	Senior C/P	Team leader of OJT	Japanese expert	Japanese C/P expert			
			98		99		2000				01									
Japanese fiscal year			III	IV	I	II	III	IV	I	II	III	IV								
	From who	To whom																		
2-6 Conduct OJT for C/P on HRD/LMR.	J. Expert J. Expert J. Expert	a/b a/b/c a/b/c			1 <sup>st</sup> phase				2 <sup>nd</sup> phase				3 <sup>rd</sup> phase						approximately 4 companies is full-scale OJT	
2-6-1 Full - Scale OJT	J. Expert	a/b			1 <sup>st</sup>				2 <sup>nd</sup>				3 <sup>rd</sup>		Sunee		Weena Warong Sunee Prasarn	Kawaguchi Kawaguchi Kawaguchi Kawaguchi	Kawaguchi Kawaguchi Kawaguchi	4 companies
2-6-2 Consultation OJT															Sunee		Pharadee Prasarn	Kawaguchi	Kawaguchi	2 companies
2-7 Joint development training manual to be used as guidelines for C/P.															Sunee		Weena Sunee	Kawaguchi	Kawaguchi	
2-8 Conduct seminar	SENIOR	RELEVANT PEOPLE													Sunee Sunee			Kawaguchi Kawaguchi	Kawaguchi Kawaguchi	
2-9 Evaluate the results of the training	FTPI/ J. Expert	a/b/c													Sunee Sunee			Kawaguchi Kawaguchi	Kawaguchi Kawaguchi	

(Note) HRD/LMR C/P will be divided into 3 categories as follows.

a : C/P recruited in 1995.    b : C/P recruited from November 1997 before the end of June 1998.    c : C/P recruited from July 1998 before the end of 1998.  
CS stands for C/P of consulting skill.    PRO stands for C/P of promotion.

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Executive Director of FTPI

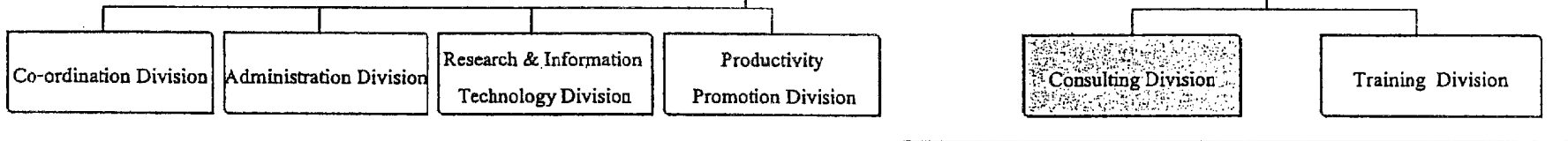
( October, 2000 )

Director Division Office

- National Quality Awards project
- Plan and Policy
- SMEs Development
- Administrative Unit

- 1. Management Committee
- 2. Administrative Committee of Personal
- 3. Quality Administrative Committee

Deputy Executive Director

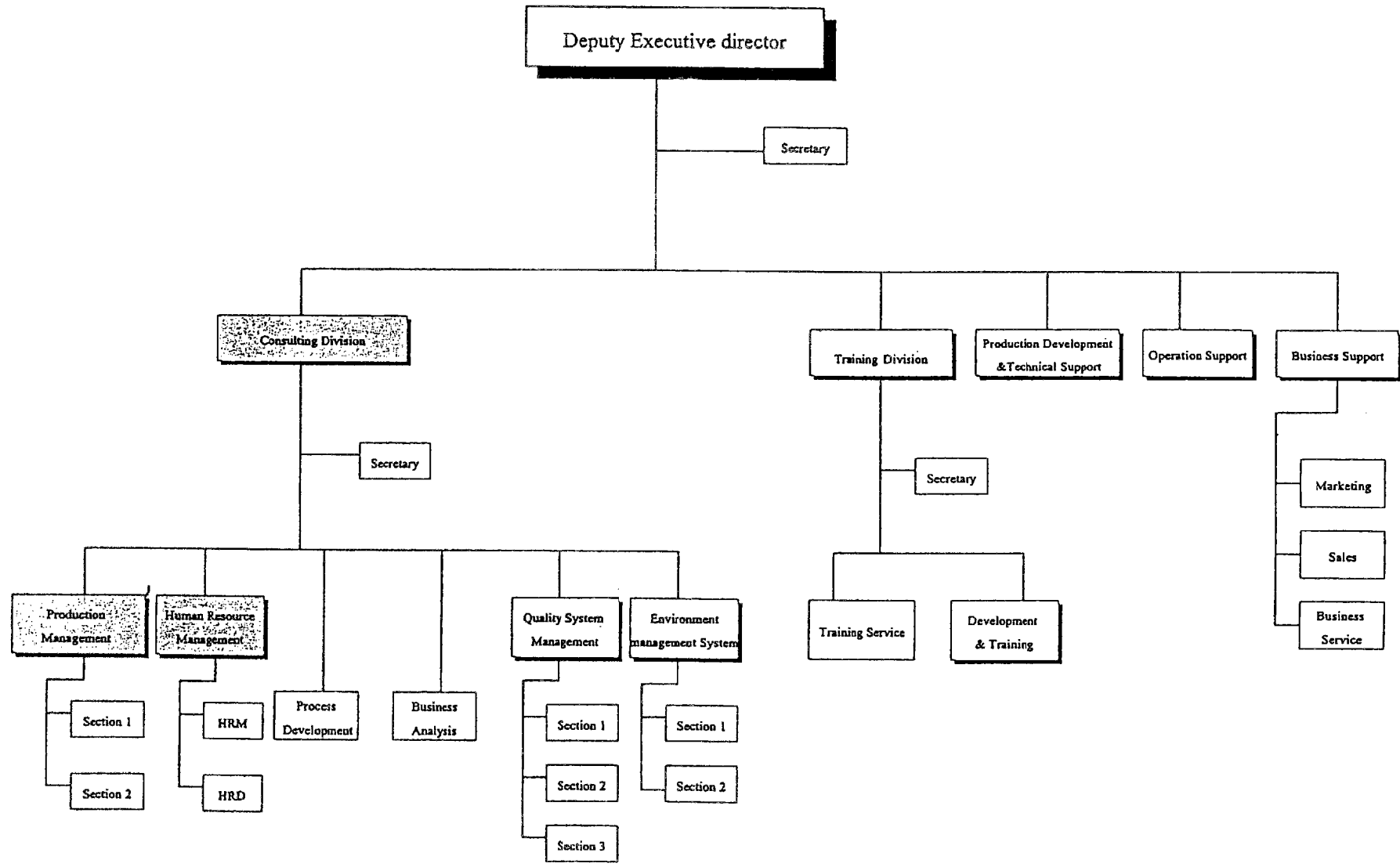


- |   |   |   |  |  |   |
|---|---|---|--|--|---|
| <ul style="list-style-type: none"> <li>- Human Resource</li> <li>- General Affair</li> <li>- Account</li> <li>- Budget &amp; Financial</li> </ul> | <ul style="list-style-type: none"> <li>- Development &amp; Research</li> <li>- Information Technology System</li> <li>- Knowledge Production</li> <li>- Best Practice Center</li> <li>- Benchmarking</li> </ul> | <ul style="list-style-type: none"> <li>- Public Relations</li> <li>- Campaign</li> <li>- Co-operation &amp; Network</li> <li>- Sales &amp; Marketing Promotion</li> <li>- International Co-operation</li> <li>- IRP Project</li> <li>- Special Project</li> </ul> | <ul style="list-style-type: none"> <li>- Production Management</li> <li>- HR Management</li> <li>- Quality System Management</li> <li>- Environment &amp; Safety Management</li> </ul> | <ul style="list-style-type: none"> <li>- Public Training</li> <li>- Additional Development</li> <li>- Course Development</li> <li>- Assessors</li> <li>- Training Service</li> </ul> | <ul style="list-style-type: none"> <li>- Production Development &amp; Technical Support</li> <li>- Operation Support</li> <li>- Business Support</li> </ul> |
|---|---|---|--|--|---|

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Annex4 Organization Chart of FTPI

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Annex 5 INCOME AND EXPENDITURE DURING THE PROJECT (FTPI's BUDGET)

No.	Description	Income			Expenditure			Remark
		1999	2000	2001	1999	2000	2001	
1	Government Budget Ordinary	151,236,500.00	138,732,800.00	35,567,000.00	142,888,020.88	123,911,670.22	59,350,000.00	
2	Government Budget Miyazawa	42,070,000.00			2,669,594.15	37,167,349.14		
3	Government Budget IRP Program	57,090,000.00		74,300,000.00	8,101,582.94	50,570,500.80	66,620,000.00	
4	Estimate Income/Expenditure from all division	57,346,672.48	70,102,125.53	137,930,000.00			152,892,640.00	
5	Project Proposal	771,076.25	2,568,574.50	19,630,000.00	647,492.75	2,000,925.00	8,090,000.00	
	Total	308,514,248.73	211,403,500.03	267,427,000.00	154,306,690.72	213,650,445.16	286,952,640.00	

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## Annex 6 Record of Steering Committee

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No.	Date	Attendant	Agenda
1	19/1/99	Mr Prasit Mr Sitthinath Mr Chadej Mr Nakamizo Mr Suzuki Mr Nakamoto Ms Pornchan	1. The roles of the steering committee 2. The member of the steering committee
2	19/2/99	Mr Prasit Mr Sitthinath Mr Chadej Mr Umezawa Mr Nakamizo Mr Suzuki Mr Tsuchiya Mr Kawaguchi Mr Nakamoto Ms Pornchan	1. The role of the working committee 2. Implementation of the TPDP F/U program -C/P developing program -Name list of C/P of CSK and HRD -Subject for developing CSK and HRD -F/U achievement of technology transfer in CSK and HRD -C/P development map -Candidates companies for full scale OJT -Name of C/P for cost sharing training in Japan 3. ILO project for SMEs
3	3/6/99	Mr Prasit Mr Sitthinath Mr Chadej Ms Sunee Mr Umezawa Mr Suzuki Mr Tsuchiya Mr Kawaguchi Mr Nakamoto Ms Pornchan	1. Activity of CSK and HRD in the last 3 months 2. The nomination of C/P for cost sharing training in Japan in 1999 3. Required attendance rate of classroom training (90%) 4. Request of the list of books and VDO which will be transferred to FTPI 5. Additional training programs
4	6/9/99	Mr Prasit Mr Sitthinath Mr Chadej Mr Umezawa Mr Suzuki Mr Tsuchiya Mr Kawaguchi Ms Pornchan	1. Activity of CSK and HRD in the last 3 months 2. Two new C/P to replace with C/P who quit FTPL 3. The schedule of cost sharing training in Japan in 1999 4. Request for clear notice of company visit study

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No.	Date	Attendant	Agenda
5	29/11/99	Mr Prasit Mr Sitthinath Mr Chadej Ms Sunee Mr Umezawa Mr Suzuki Mr Tsuchiya Mr Kawaguchi	1. Activity of CSK and HRD in the last 3 months 2. Review of the number of C/P in CSK and HRD 3. National Productivity Improvement Project
6	29/2/00	Mr Prasit Mr Chadej Ms Sunee Mr Umezawa Mr Tsuchiya Mr Kawaguchi Mr Nakamoto	1. Activity of CSK and HRD in the last 3 months 2. Request for the change of the number of C/P 3. Cost sharing training in Japan in 2000 4. Plan of management development for SME course
7	30/5/00	Mr Prasit Mr Chadej Ms Sunee Mr Umezawa Mr Tsuchiya	1. Activity of CSK and HRD in the last 3 months 2. Request for the change of the number of C/P 3. No dispatching C/P for cost sharing training in 2000 4. Cooperation of TPDP for self-sustaining of FTPI 5. Special team for TPDP closing
8	29/8/00	Mr Prasit Mr Sangvorn Mr Chadej Ms Sunee Mr Umezawa Mr Tsuchiya Mr Kawaguchi Mr Nakamoto Ms Pornchan	1. Activity of CSK and HRD in the last 3 months 2. Guest speaker from Japan for TPDP closing seminar 3. Management development for SME course 4. Method for objective evaluation of C/P 5. Evaluation of C/P who entered FTPI in 1999

**ACHIEVEMENT OF CONSULTATION UNDER IRP**

**A. PROJECT NO.13 UNDER DEPARTMENT OF INDUSTRIAL PROMOTION**

( SMEs Improvement Project )

COMPANY NAME	DATE	
	First Visit	Final Presentation
1. Amity Advance Co.,Ltd.	16 Aug.1999	23 Mar.2000
2. Blue Ribbon Marketing Co.,Ltd.	27 Jul.1999	28 Feb.2000
3. Boon Rattanakornkij Industry Ltd.,Part	16 Aug.1999	10 Apr.2000
4. C.I. Group Co.,Ltd.	22 Jul.1999	27 Dec.2000
5. Chanstainless Steel Co.,Ltd.	21 Jul.1999	15 Dec.2000
6. Charoonrat Products Co.,Ltd	4 Oct.1999	2 Mar.2000
7. City Wood Co.Ltd.	6 Jul.1999	11 Feb.2000
8. Dynamic Spring Co.,Ltd.	15 Jul.1999	2 Feb.2000
9. I.T.Food Industries Co.,Ltd.	30 Jun.1999	17 Feb.2000
10. Inter Formal Metallic Co.,Ltd.	6 Aug.1999	25 Feb.2000
11. Leng Heng Agri Food Industry Co.,Ltd.	22 Aug.1999	1 Mar.2000
12. Mae Klong Agri Food Industry Co.,Ltd.	13 Jul.1999	12 Apr.2000
13. Marino International Co.,Ltd.	6 Aug.1999	24 Dec.1999
14. Muang Thong Aluminium Industry Co.,Ltd.	10 Jun.1999	25 Feb.2000
15. Optech Co.,Ltd.	13 Jul.1999	23 Feb.2000
16. P & R Plaspac Co.,Ltd.	3 Aug.1999	Cancelled
17. Pan Asia Industrial Co.,Ltd.	23 Sep.1999	25 Mar.2000
18. Proway Enterprise Ltd.Part	21 Jul.1999	9 Feb.2000
19. S W Polyester Fiber Co.,Ltd.	30 Aug.1999	9 Apr.2000
20. Saha Charoen Metal Plastic Product Co.,Ltd.	21 Jul.1999	23 Feb.2000
21. Sritharoenchai Metal Products Co.,Ltd.	24 Jun.1999	2 Mar.2000
22. Star Mark Manufacturing Co.,Ltd.	28 Apr.1999	23 Feb.2000
23. T.C.Abrasive Co.,Ltd.	30 Jul.1999	7 Feb.2000
24. Thai Coating Industrial Public Co.,Ltd.	19 Jul.1999	28 Feb.2000
25. Thai Energy Conservation Co.,Ltd.	9 Oct.1999	19 Jan.2000
26. Thai Flour Industries Co.,Ltd.	12 Jul.1999	16 Feb.2000
27. Thai Inter Fastener Industry Co.,Ltd.	20 Aug.1999	21 Dec.1999
28. Trane International Co.,Ltd.	21 Jul.1999	30 Nov.1999
29. Victory Toys Co.,Ltd.	21 Jul.1999	23 Dec.1999
30. Welma Furnitech Co.,Ltd.	23 Jun.1999	11 Jan. 2000

**B. PROCESS IMPROVEMENT PROJECT UNDER FTPI OWN PROJECT (IRP-PI)**

( SMEs Improvement Project )

COMPANY NAME	DATE	
	Start	Finish
1. Bio Lab Co.,Ltd.	Jul.1999	Oct.1999
2. Chittamas Trading Co.,Ltd.	Jul.1999	Oct.1999
3. H.P.Furnitech Mfg.Co.Ltd.	Aug.1999	Nov.1999
4. Leam Thong Food Industries Co.,Ltd.	Aug.1999	Nov.1999
5. Muang Thong Mahachai Co.,Ltd.	Aug.1999	Nov.1999
6. Rungpetch Engineering Co.,Ltd.	Aug.1999	Nov.1999
7. Tex Master Co.,Ltd.	Aug.1999	Nov.1999
8. Thai Modern Plastic Industry Public Co.,Ltd.	Jul.1999	Oct.1999
9. Union Rubber Product Corporation Co.,Ltd.	Aug.1999	Nov.1999
10. World Packaging Co.,Ltd.	Jul.1999	Nov.1999

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**ACHIEVEMENT OF CONSULTATION UNDER IRP**

**C. COMPANY DIAGNOSIS PROJECT**

COMPANY NAME	DIAGNOSIS DATE
1. Amity Advance Co.,Ltd.	16 Aug 1999
2. Apex Toy Co., Ltd.	7 Oct 1999
3. Asia Garment Co.,Ltd.	17 Jun 1999
4. Beauty Pack Co.,Ltd.	8 Sept 1999
5. Blue Ribbon Marketing Co.,Ltd.	27 Jul 1999
6. Boon Rattanakornkit Industry Ltd.,Part.	16 Aug 1999
7. Chai Hiran Chok Co.,Ltd.	6 Aug 1999
8. Chai Yong Tannery Co.,Ltd.	20 Aug 1999
9. Chanstainless Steel Co.,Ltd.	21 Jul 1999
10. Charoonrat Products Co.,Ltd.	4 Oct 1999
11. Charter Enterprises Co.,Ltd.	26 Oct 1999
12. City Wood Co.,Ltd.	6 Jul 1999
13. Dynamic Spring Co.,Ltd.	15 Jul 1999
14. Goodwill Industry Co.,Ltd.	17 Sept 1999
15. I.T.Food Industries Co.,Ltd.	30 Jul 1999
16. Imperial High Fashion Co.,Ltd.	29 Aug 1999
17. Inter Formal Matallic Co.,Ltd.	6 Aug 1999
18. Leng Heng Agri Foods Co.,Ltd.	22 Sept 1999
19. Mea Klong Agri Food Industry Co.,Ltd.	14 Jul 1999
20. Mueng Thong Aluminium Industry Co.,Ltd.	29 Jul 1999
21. O.E.I. Part Co.,Ltd.	27 Jul 1999
22. Optech Co.,Ltd.	13 Jul 1999
23. Pahurat Garment Co.,Ltd.	24 Dec 1999
24. Pan Asia Industrial Co.,Ltd.	23 Sept 1999
25. Plastic Container Co.,Ltd.	16 Sept 1999
26. Pong Intouch Co.,Ltd.	3 Mar 2000
27. Pong Varin Printing Co.,Ltd.	20 Aug 1999
28. Pra Yeun Yong Co.,Ltd.	13 Oct 1999
29. Progress Enterprise Co.,Ltd.	22 Jun 1999
30. Proway Enterprise Ltd.,Part.	21 Jul 1999
31. Quality Ceramics Co.,Ltd.	Mar 2000
32. Royal Pacific Industries Co.,Ltd.	17 Sept 1999
33. Rubber Fair Factory Co.,Ltd.	1 Oct 1999
34. S C G (Thailand) Co.,Ltd.	24 Mar 2000
35. S W Polyester Fiber Co.,Ltd.	30 Aug 1999
36. Saha Charoen Metal Plastic Product Co.,Ltd	21 Jul 1999
37. Siam Dent Co.,Ltd.	9 Feb 2000
38. Siam Medicare Co.,Ltd.	11 Oct 1999
39. Son Hua Lee Garment Co.,Ltd.	15 Jun 1999
40. Soon Lee Textile Co.,Ltd.	4 Mar 2000
41. Sricharoenchai Metal Products Co.,Ltd.	24 Jun 1999
42. Star Mark Manufacturing Co.,Ltd.	28 May 1999
43. T.C. Abrasive Co.,Ltd.	30 Jul 1999
44. Thai Coating Industrial Public Co.,Ltd.	19 Jul 1999
45. Thai Flour Industries Co.,Ltd.	10 Aug 1999
46. Thai Garment	31 Jul 1999
47. Thai Inter Fastener Industry Co.,Ltd.	20 Aug 1999
48. Thai Two Way Fabric Co.,Ltd.	6 Jan 2000
49. Trane International Co.,Ltd.	21 Jul 1999

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ACHIEVEMENT OF CONSULTATION UNDER IRP

C. COMPANY DIAGNOSIS PROJECT

COMPANY NAME	DIAGNOSIS DATE
50. UD Agi Food Co.,Ltd.	Mar. 2000
51. Union Linta Co.,Ltd.	11 Oct. 1999
52. Wang Kanai Sugar Factory Co.,Ltd.	Mar. 2000
53. Welma Furnitech Co.,Ltd.	23 Jun. 1999
54. Wevily Co.,Ltd.	25 Jun. 1999
55. Wong Pin Co.,Ltd.	4 Aug. 1999
56. Yaspai Co.,Ltd.	Mar. 2000

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Annex 8-1 Achievement of C/P Development

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1) List of all C/Ps enhanced (CSK)

Level	Name	Remarks
<u>Senior</u> Total 8 Resigned 0 Enrolled 8	1. Mr Sitthinath Sanpanich	
	2. Mr Chadej Tangcharoen	
	3. Mr Mana Chaiwongroj	
	4. Mr Kittipong Wiwakanond	
	5. Ms Nuchsara Techapunyachai	
	6. Mr Amornrat Sontithai	
	7. Ms Kamolwan Siripanich	
	8. Ms Kritsana Suwannapakdee	
<u>Associate</u> Total 11 Resigned 4 Enrolled 7	9. Mr Chamluck Khunpolkaew	
	10. Mr Thanee Aum-or	
	11. Mr Thanya Limsakoune	
	12. Mr Suchart Yuwaree	
	13. Mr Prasarn Panichluechachai	
	14. Mr Wachirapong Saleesing	
	15. Mr Wuttipong Boonnaiva	
	(16. Ms Pilairake Wongsanganan)	*30/9/99 → Free lance consultant
	(17. Mr Srawut Sittipod)	5/11/99 → 3M Thailand Co., Ltd.
(18. Mr Kijja Tangkitiwongporn)	9/2/00 → Betagro Group	
<u>Junior</u> Total 3 Resigned 3 Enrolled 0	(19. Mr Kraiwit Sethavanich)	28/8/00
	(20. Mr Supphasak Ponganant)	30/6/99 → Studying in USA
	(21. Mr Yongwit Thongnark)	30/4/00 → General Motor Thailand Co., Ltd.
	(22. Ms Panarat Sae-Diew)	31/7/00 → Body Shape Co., Ltd.
<u>Assistant</u> Total 3 Resigned 2 Enrolled 1	23. Mr Assadej Vanichchinchai	
	(24. Mr Sittichai Luengruengroj)	31/1/00 → Texchem-Pack (Thailand) Co., Ltd.
	(25. Mr Rattana Ngamlertrat)	31/8/00 → Free lance consultant
Total	25	
Resigned	9	
Enrolled	16	

\* Date of resignation

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## Annex 8-1 Achievement of C/P Development

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(HRD/LMR)

Level	Name	Remarks
<b>Senior</b>	1. Ms. Sunee Chinchuntra	
Total 4	2. Mr. Warong Yamabhai	
Resigned 0	3. Mr. Prasarn Simsirivong	
Enrolled 4	4. Ms. Weena Khositsurangkul	
<b>Associate</b>	5. Mr. Tawesak Hoonnak	
Total 6	6. Ms. Pharadee Bootsaksri	
Resigned 2	7. Ms. Chalerm Sri Amornsoonthorn	
Enrolled 4	8. Ms. Araya Charoenkul	
	(9. Mr. Pattarasak Uttamayodhin)	Mar. 6 <sup>th</sup> , 1999 Telecommunication company
	(10. Mr. Noppadol Soonthornon)	Oct. 9 <sup>th</sup> , 1999 Private bank
<b>Junior</b>	11. Mr. Prachaya Permthongkum	
Total 3	(12. Ms. Krongthong Arunyakanon)	Jul. 1 <sup>st</sup> , 2000
Resigned 2		
Enrolled 1	(13. Ms. Tewtip Vichienrooj)	Oct. 16 <sup>th</sup> , 1999 Telecommunication company
Total 13		
Resigned 4		
Enrolled 9		

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## Annex 8-2

### The Definition of each level of C/P

(Productivity Consulting and Human Resource Development & Labor Management Relations)

In TPDP, C/P's training and development programs will be conducted step by step in five levels from Trainee to Senior for Productivity consultant, according to the curriculum provided for Consulting Skills and HRD/LMR for Productivity Development.

C/P are qualified to the next level in accordance with their capability and achievement in productivity consultation practice in addition to their experience. TPDP defines the five levels as follows:

1. Trainee level

Just a beginner in productivity consultation. C/P training and development program in this level starts with understanding of basis concept on Productivity Movement through lecture, workshop and discussion.

2. Assistant level - productivity improvement activities at pilot area(s) in a factory -

In this level, C/P are trained to be able to conduct preliminary productivity improvement activities at simple pilot area(s) at the shopfloor of a model company and summarize them into a report for recommendation to the company with the assistance of Japanese experts.

3. Junior level - integrated productivity improvement activities at pilot area(s) in a factory -

C/P have to complete training on integrated productivity improvement at pilot area(s) at a model company. Intensive training is also provided on report writing for need assessment, action plan, practice accomplishment and recommendation under the guidance of Japanese experts.

4. Associate level - productivity improvement activities at a whole factory -

C/P are trained to be able to conduct productivity improvement activities over the whole factory of a model company under the guidance of Japanese experts. The activities include setting-up of action plan for productivity improvement and its on-site practice, development of teaching and training program for employees to promote productivity improvement activities.

Furthermore, C/P can provide training and teaching for the trainee, assistant and junior levels of productivity consultant under the advice of Japanese experts.

5. Senior level - integrated productivity improvement activities at a whole factory -

C/P can implement integrated productivity improvement activities over the whole factory at a model company, and in addition, provide training and teaching for the trainee, assistant and junior levels of productivity consultant.

Annex 8-3 The required units for C/P to attain each level of (Consulting Skills) C/P Development Program

		Trainee	Assistant	Junior	Associate	Senior
Classroom (General)	Introductory course	0	0	0	0	0
	Productivity Consultant-Basic course (Consulting Skills-Basic + HRD)		0	0	0	0
	Basic Management Consultant Development Course			0	0	0
(Specific)	Consulting Skill-Intermediate course			0	0	0
	Consulting Skills-Advance Course				0	0
Company visit Study	Study of excellent company practices and local company practices		3	5	5	5
OJT (as a member)	OMG, Consultation as a member		3	5	5	5
(as a leader)	Consultation as a Leader of productivity improvement or as a Sub leader of full-scale Productivity improvement			1	2	* 2
(as a head/ leader)	Consultation as Head/Leader of full-scale productivity improvement					1
Training in Japan	Jica C/P, CS training		1	1	1	1
Area of expertise	Case study & Manual development			2 (ex) IE, SS	4 (ex) IE, QC SS, TPM	4

(note) : 0 and numbers show necessary conditions to reach corresponding level.

- \* If a C/P shown high ability, " 1 ( one company) " can be acceptable.

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Annex 8-3 The required units for C/P to attain each level of (HRD/LMR) C/P Development Program

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		Trainee	Assistant	Junior	Associate	Senior
Classroom & OJT (General)	Introductory course	0	0	0	0	0
	Productivity Consultant-Basic Course (Consulting skills-Basic + HRD)			0	0	0
	Basic Management Consultant Development Course			0	0	0
(Specific)	Supervisory / Middle Management Development Course			0	0	0
	Facilitator Training Course				0	0
	Human Resources management System Course				0	0
Company visit Study	Study of excellent company practices and local company practices		3	5	5	5
OJT (as a member)	OMG, Consultation as a member		3	5	5	5
(as a leader)	Consultation as a Leader of productivity improvement or as a Sub leader of full-scale improvement			1	2	2
(as a head/ leader)	Consultation as Head/Leader of full-scale productivity improvement					1
Training in Japan	Jica C/P, CS training		1	1	1	1
Area of expertise	Case study & Manual development			2 (ex.) [ 1 2	3 (ex.) [ 1 2 3	4 (ex.) [ 1 2 3 4

(note): Area of Expertise : Area of Expertise :

1. Supervisory development
2. Facilitator training
3. Training and development
4. Compensation, benefits, selection and placement

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Annex 9-1 Achievement of Technology Transfer in CSK

Main Topics	Course Name	Subject	Training Method					Achievement at the end of TPDP in 1999 % *3	Achievement at the end of F/U in 2001 % *3	
			Class-room	Company visit study	OJT					
					OMG	Consultation	Full Scale			
Units *1	No of days *2									
Basic concept and Method	1. Understanding on Productivity and Productivity Improvement	<Productivity>						100	100	
	2. Understanding on Factory Management	<Factory Management>						59	78	
	3. Understanding on basics of Management Consulting	<Basic Management Consulting Development>						39	78	
Practical Way to Improve Productivity at Factory	1. Diagnosis of Factory management and operation	<Simple Diagnosis>						38	93	
	2. Recommendations on Productivity Improvement	<Practical System> Future picture of mgt and operation system	<ul style="list-style-type: none"> <li>Potential for Improvement</li> <li>Guidance for Improvement</li> </ul>					31	76	
		<Practical Approach> steps for Productivity Improvement	<ul style="list-style-type: none"> <li>Company study on daily/monthly mgt system</li> <li>Company study on production/quality/maintenance system</li> </ul>					54	76	
	3. Implementation of Productivity Improvement	<Practical Tools> Effective utilization of tools	<ul style="list-style-type: none"> <li>Selection of theme(s)</li> <li>Selection of production line(s)/product(s)/area(s)</li> </ul>					2		
			<ul style="list-style-type: none"> <li>Practical IE</li> </ul>	18					61	83
			<ul style="list-style-type: none"> <li>Practical QC</li> </ul>	20					60	94
			<ul style="list-style-type: none"> <li>Practical 5S</li> </ul>	6					79	86
			<ul style="list-style-type: none"> <li>Practical JIT</li> <li>Practical TQM</li> <li>Practical TPM</li> </ul>	4					33	49
			<ul style="list-style-type: none"> <li>Practical VE</li> <li>Practical S/S</li> <li>Practical QCC</li> </ul>	10					32	47
	4. Integration of productivity improvement	<Integrated Activities>	Pilot are? activities	<ul style="list-style-type: none"> <li>Production capacity</li> <li>Quality</li> <li>Cost</li> <li>Delivery</li> </ul>					28	53
Factory-wide activities			<ul style="list-style-type: none"> <li>P</li> <li>Q</li> <li>C</li> <li>D</li> <li>Overall factory management</li> </ul>	30				30	67	
Total Point <%>								28	75	
								32	65	
								32	65	
								47	74	

(Note) \* 1: 1 unit = 1.5 hr. \* 2 Including guidance before/after visits \* 3 Average of achievement calculated from individual Cp's achievement

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**Annex 9-2 Achievement of Technology Transfer in HRD**

Main Topics	Course Name	Subject	Training Method					Achievement at the end of TPDP in 1999 % *3	Achievement at the end of F/U in 2001 % *3
			Class-room	Company visit study	OJT				
					OMG	Consultation	Full Scale		
			Units *1	No of days *2					
Basic concept of productivity	Introduction of Productivity		8					53	71
	Productivity Management		8	3				53	62
	Basic Management Consulting Development		10					25	50
Consulting	Personnel Management System	<ul style="list-style-type: none"> <li>• Job Analysis</li> <li>• Compensation &amp; Benefit</li> <li>• Performance appraisal &amp; promotion</li> <li>• Recruitment &amp; Placement</li> </ul>		3				60	74
	HRD Consulting	<ul style="list-style-type: none"> <li>• Job Evaluation</li> <li>• Checking Points for Job System</li> <li>• Organizational structure and corporate culture</li> <li>• Practical Consulting &amp; Interview Technique</li> </ul>	40	6				50	59
Training	Management of Training	<ul style="list-style-type: none"> <li>• Instructor's Job</li> <li>• Teaching Method</li> <li>• Evaluation of Training</li> </ul>	5					57	67
	Supervisory Training	<ul style="list-style-type: none"> <li>• Lesson Planning</li> <li>• TWI Evaluation of Supervisory Capability</li> <li>• Motivation</li> <li>• Problem Solving</li> <li>• Decision Making</li> </ul>	25	6				68	76
	Middle Management Training	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Evaluation of Middle Management</li> <li>• Capability</li> <li>• Development morale</li> </ul>	20	3				53	74
	Functional HRD	<ul style="list-style-type: none"> <li>• Management by Objective</li> <li>• Financial Analysis</li> <li>• Value Added Analysis</li> </ul>	10					31	45
	Facilitator Training	<ul style="list-style-type: none"> <li>• Role of Facilitator</li> <li>• Productivity concept</li> <li>• Company Wide Productivity Movement</li> <li>• Factors for Productivity Improvement</li> </ul>	2	3				34	50
LMR	LMR	<ul style="list-style-type: none"> <li>• The Role of Trade Union</li> <li>• Collective Bargaining &amp; Joint-Consultation</li> <li>• Japanese System</li> </ul>	2					26	47
Total			180	24		78	162	510<46>	675<61>

(Note) \* 1: 1 unit = 1.5 hr. \* 2 Including guidance before/after visits \* 3 Average of achievement calculated from individual Cp's achievement

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Annex 10 Outline of Activities in Full-Scale OJT Companies (1)

Name of Company	Critical Issues	Activities	Result	Related Practical Tools
<p>1 Strong Pack Co., Ltd.</p> <p>C/P Mr Amornrat (Leader) Ms Chalernsri (S-leader) Ms Panarat Mr Assadej Mr Wuttipong</p>	<ul style="list-style-type: none"> <li>• Delay in delivery</li> <li>• High fraction defective</li> <li>• Unclear job description</li> </ul>	<ul style="list-style-type: none"> <li>• Activation of 5S</li> <li>• Set-up time reduction</li> <li>• Reduction of fraction defective</li> <li>• Introduction of MBO</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of set-up time</li> <li>• Reduction of fraction defective</li> <li>• Reduction of product inventory</li> <li>• Management by objective</li> <li>• Clarification of job description</li> </ul>	<ul style="list-style-type: none"> <li>• 5S</li> <li>• TPM</li> <li>• QC</li> <li>• Inventory control</li> <li>• MBO</li> </ul>
<p>2. Union Plastic Public Co., Ltd.</p> <p>C/P Ms Kamolwan (Leader) Ms Sunee (S-leader) Mr Wachirapong Mr Wuttipong Ms Nuchara</p>	<ul style="list-style-type: none"> <li>• Delay in delivery</li> <li>• Defectives in injection line</li> <li>• Large product inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Set-up time reduction</li> <li>• Introduction of suggestion scheme</li> <li>• Introduction of MBO</li> <li>• Reduction of fraction defectives</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of delay in delivery</li> <li>• Reduction of fraction defective</li> <li>• Reduction of product inventory</li> <li>• Management by objective</li> <li>• Clarification of job description</li> </ul>	<ul style="list-style-type: none"> <li>• TPM</li> <li>• Suggestion scheme</li> <li>• QC</li> <li>• Inventory control</li> <li>• MBO</li> </ul>
<p>3. Starmark Manufacturing Co., Ltd.</p> <p>C/P Ms Nuchara (Leader) Ms Pharadee (S-leader) Ms Kritsana Mr Thanya Mr Somkiat</p>	<ul style="list-style-type: none"> <li>• High fraction defectives</li> <li>• Delay in delivery</li> <li>• Accounting system</li> </ul>	<ul style="list-style-type: none"> <li>• Work condition improvement</li> <li>• Clarification of production schedule</li> <li>• Work standardization</li> <li>• Introduction of mgt accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Good house keeping</li> <li>• Reduction of fraction defectives</li> <li>Painting sec. 31→8%</li> <li>Membrane sec. 12→4%</li> <li>Packing sec. 50→0%</li> <li>• Reduction of delivery time</li> <li>• Management accounting system</li> <li>• Clear organization</li> </ul>	<ul style="list-style-type: none"> <li>• 5S</li> <li>• Visual control</li> <li>• QC</li> <li>• Standardization</li> <li>• Management accounting</li> <li>• Job analysis</li> <li>• Job description</li> </ul>

Annex 10 Outline of Activities in Full-Scale OJT Companies (2)

Name of Company	Critical Issues	Activities	Result	Related Practical Tools
<p>4. Thai Fukoku Co., Ltd.</p> <p>C/P Mr Kittipong (Leader) Ms Krongthong (S-leader) Mr Suchart Mr Prasam Mr Rattana</p>	<ul style="list-style-type: none"> <li>• Low production quantity</li> <li>• High fraction defective</li> </ul>	<ul style="list-style-type: none"> <li>• 5S</li> <li>• Reviewing cycle time</li> <li>• Introduction of incentive system</li> <li>• Standardization</li> <li>• Daily management</li> <li>• Career path</li> <li>• Appraisal system</li> <li>• Job analysis and job description</li> </ul>	<ul style="list-style-type: none"> <li>• Better working condition</li> <li>• Production quantity increase 100→125pieces/8hr</li> <li>• Reduction of fraction defective 13.3→5%</li> <li>• Clarification of career path</li> <li>• Clarification of appraisal system</li> <li>• Job analysis and job description</li> </ul>	<ul style="list-style-type: none"> <li>• SWOT analysis</li> <li>• 5S</li> <li>• IE</li> <li>• QC</li> <li>• Incentive system</li> <li>• Morale survey</li> <li>• Appraisal system</li> <li>• Job analysis and job description</li> </ul>
<p>5. HOYA Lens Thailand Co., Ltd.</p> <p>C/P Mr Kittipong (Adviser) Ms Nuchara (Leader) Ms Weena (S-leader) Mr Amornrat Mr Prasam Mr Wachirapong Mr Rattana Ms Kritasana</p>	<ul style="list-style-type: none"> <li>• Competitiveness Power Up</li> <li>-Cost reduction</li> <li>-Delivery time reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of inventory</li> <li>• Reduction of fraction defective</li> <li>• Standardization</li> <li>• Cost control</li> <li>• Training of presentation skills</li> <li>• Factory wide productivity movement</li> </ul>	<ul style="list-style-type: none"> <li>• Factory wide productivity movement</li> <li>• Cost reduction 48,000,000 Baht/ 6 months</li> <li>• Delivery time reduction 60→45 days (For 95% product)</li> <li>• Arousing quality awareness of workers</li> </ul>	<ul style="list-style-type: none"> <li>• 5S</li> <li>• IE</li> <li>• QC</li> <li>• Standardization</li> <li>• Design of experiment</li> <li>• Inventory control</li> <li>• Cost management</li> <li>• Productivity promotion activity</li> </ul>
<p>6. Bio Lab Co., Ltd.</p> <p>C/P Ms Nuchara (Adviser) Ms Kritasana (Leader) Ms Chalemsri (S-leader) Mr Wachirapong Mr Rattana</p>	<ul style="list-style-type: none"> <li>• Long production lead time</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity analysis</li> <li>• Production planning improvement</li> <li>• Line balance improvement</li> <li>• Monitoring system</li> <li>• HRD survey</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity analysis method</li> <li>• Job sequence for in-process QC</li> <li>• Set up time reduction 330 min.→139 min.</li> <li>• Clarification of monitoring factors</li> <li>• Clarification of roles and responsibilities</li> <li>• Training system</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity analysis</li> <li>• Job sequence</li> <li>• Line balance</li> <li>• Monitoring system</li> <li>• Job description</li> </ul>

Annex 10 Outline of Activities in Full-Scale OJT Companies (3)

Name of Company	Critical Issues	Activities	Result	Related Practical Tools
1. Thai Energy Conservation Co., Ltd. C/P Ms. Weena(Leader) Ms. Kritsana(S-leader) Ms. Pharadee	<ul style="list-style-type: none"> <li>High cost</li> <li>high defect rate</li> <li>Unclear role/responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Process Analysis</li> <li>Job Analysis</li> <li>In-company productivity improvement training</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of defect rate</li> <li>Process standard</li> <li>Job Standard</li> <li>5a-activity</li> </ul>	QC 5S Process Analysis tools Job Analysis tools
2. Imperial High Fashion Co., Ltd. C/P Mr. Warong(Leader) Mr. Sittichai (S-leader) Ms. Pharadee. Ms. Krongthong (regined)	<ul style="list-style-type: none"> <li>Unclear Organization Structure</li> <li>Lack of personnel Mgt. Policy</li> <li>Lack of middle mgt. ability</li> </ul>	<ul style="list-style-type: none"> <li>Process Analysis</li> <li>In process Quality Control</li> <li>Line Balancing improvement</li> <li>Visual Control</li> <li>Standardization</li> </ul>	<ul style="list-style-type: none"> <li>Process Standard</li> <li>Job Standard</li> <li>Visual Control Board</li> <li>Documentation</li> </ul>	QC Process Analysis Tools Job Analysis Tools Standardization tools Visual Control Tools
3. Mould Mate Co., Ltd. C/P Ms. Sunee(Leader) Mr. Prasarn(S-leader) Ms. Pharadee	<ul style="list-style-type: none"> <li>Unclear line of command</li> <li>Insufficient training plan</li> <li>Lack of Supervisory ability</li> <li>lack of Quality Awareness</li> <li>Clear target setting and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Organization Analysis</li> <li>Process Analysis</li> <li>Job Analysis</li> <li>Revision of HR system</li> </ul>	<ul style="list-style-type: none"> <li>Clear organization structure</li> <li>Process Standard</li> <li>Job Standard</li> <li>HR system                Recruitment &amp; Selection                Training development                Performance appraisal                Salary administration                Employee data</li> </ul>	Organization Analysis tools Process Analysis tools Job Analysis tools Training and workshop
4. Thai Herbal Product Co., Ltd. C/P Mr. Prasarn(leader) Ms. Kamolwan	<ul style="list-style-type: none"> <li>Inappropriate Performance Appraisal system</li> <li>Insufficient training and development course</li> <li>Line Balancing-Mawaeng</li> </ul>	<ul style="list-style-type: none"> <li>Revision of Performance Appraisal System</li> <li>Supervisory Training</li> <li>Process Analysis</li> <li>Job Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Result-based Performance Appraisal System</li> <li>Level-up of daily mgt.</li> <li>Process standard for Line Balancing</li> <li>Job standard</li> </ul>	Design tools for Performance Appraisal TWI(training within industry) Process Analysis tools Job Analysis Tools



Annex 11

Major Project Activities from Feb '94 to Feb '01 for (Consulting Skills CPs)

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
<b>1. Classroom Training</b>																													
C1. Introduction Course (12 units)						-				-				-															
C2. Productivity Consultant-Basic Course (64 units)							-	-			-																		
C2' Consulting Skills-Basic (40-52 units)														-						-									
C3. Basic Management Consultant Development Course (54 units)												-				-													
C4. Intensive "Kaizen" workshop (12 units)													-																
C5. Consulting Skills-Intermediate Course (72 units)														-															
C5' Consulting Skills-Intermediate Course (84 units)																													
C6. Consulting Skills-Advanced (80 units) ( JIT : 20, TQM : 20, TPM 20, Cost/Strategy : 20)																													
C7. Productivity Concept (14 units)																													
C8. Training & Development (60 units)																													
C9. OJT Instructor (40 units)																													
C10. Basic Supervisory (40 units)																													
C11. Intermediate Financial Management (10 units)																													
C13. Workshop (Supporting Industry, Cost Mgt., Basic TPM) (8 units)																													
C14. Overall Factory Management (16 units)																													
C15. Effective Utilization of Each Tools (16 units)																													

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Annex 11

Major Project Activities from Feb '94 to Feb '01 ( for HRD CPs)

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
1. Classroom Training																													
H1. Introductory (12 units)						-				-				-															
H2. Productivity Concept (14 units)							-																						
H3. Training & Development (60 units)								-																					
H4. OJT Instructor (40 units)									-																				
H5. Basic Supervisory (40 units)										-																			
H6. Productivity Consultant-Basic (64-40 units)							-				-				-														
H7. Facilitator Training (16 units)															-														
H8. Supervisory/Middle Management Development (50 units)																													
H9. Intermediate Financial Management (10 units)																													
H10. Basic Management Consultant Development (54 units)																													
H11. CP Training in Japan																													
H12. Personal Management System (36 units)																													
H13. Middle Management Development (30 units)																													
H14. Supervisory OJT (30 units)																													
H15. Facilitator OJT (4 units)																													
H16. HRD Consulting																													
H17. Supervisory Training (APO)																													

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Annex 11

Major Project Activities from Feb '94 to Feb '98 for (Promotion/Survey CPs)

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998			
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI
<b>1. Classroom Training</b>																				
P1. Introductory Training for CPs (I) (1996.7~9)																				
P2. Introductory Training for CPs (II) (1997.2~4)																				
P3. CP Training in Japan (I) (1997.9~10)																				
P4. Basic Management Consultant Development Course (I) (1997.1~3)																				
P5. Basic Management Consultant Development Course (II) (1997.10~12)																				
P6. Practical Training by STE (ISHIMARU) (1995.12)																				
P7. Practical Training by STE (INOUE) (1995.12)																				
P8. Practical Training by STE (TOKUDA) (1997.1~4)																				
P9. Practical Training by STE (TOKUDA) (1998.1~4)																				
P10. Practical Training by STE (SASE) (1996.9~10)																				
P11. Practical Training by STE (TOKUDA) (1998.11~12)																				
P12. Intensive AV Training by LTE (KOSAKI) (1996.1~5)																				
P13. Facilitator Trainer's Training (1997.9~1998.8)																				

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**Annex 11** Major Project Activities from Feb '94 to Feb '01

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
2. Company Visit Study																													
(Year'95)																													
1) Cannon Hi-Tech (Thailand) Ltd.					-																								
2) Siam Yamaha Co.,Ltd.					-																								
3) Yamaha Engine Co.,Ltd.					-																								
4) Thai Arrow Products Co.,Ltd.					-																								
5) Toshiba Consumer Products (Thailand) Co.,Ltd.								-																					
(Year'96)																													
1) Stainless Steel Home Equipment Manufacturing Co.,Ltd.										-																			
2) Thailand CRT Co.,Ltd.										-																			
3) Siam Tinplate Co.,Ltd.												-																	
4) Siam Toyota Manufacturing Co.,Ltd.												-																	
5) Sony Semiconductor (Thailand) Co.,Ltd.												-																	
6) Thai Radiator Manufacturing Co.,Ltd.												-																	
7) Wichien Dynamic Industry Co.,Ltd.												-																	

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**Annex 11** Major Project Activities from Feb '94 to Feb '01

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
2. Company Visit Study																													
(Year'97)																													
1) Nation Thai Co.,Ltd.																													
2) Siam Nissan Co.,Ltd.																													
3) Siam Tinplate Co.,Ltd.																													
4) Siam Toyota Manufacturing Co.,Ltd.																													
5) Strong Pack Co.,Ltd.																													
6) Wichien Dynamic Co.,Ltd.																													
7) 3M (Thailand) Co.,Ltd.																													
8) Siam Toyota Manufacturing Co.,Ltd.																													
9) Isuzu Motor (Thailand) Co.,Ltd.																													
(Year'98)																													
1) Bureau of Supporting Industry Development																													
2) Siam Toyota Manufacturing Co.,Ltd.																													
3) Sony Semiconductor (Thailand) Co.,Ltd.																													
4) Mala Chemicals Industries Co.,Ltd.																													
5) Toyota Motor Thailand Co.,Ltd.																													
(JIT, Cost Management)																													

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**Annex 11**

Major Project Activities from Feb '94 to Feb '01

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
<b>2. Company Visit Study</b>																													
(Year'98)																													
6) Concrete Products and Aggregate (CPAC) Co.,Ltd. (Cost Management)																													
7) Unilever Thai Holdings Ltd. (TPM)																													
8) Toyota Motor Thailand Co.,Ltd.(JIT,JE,S/S,QCC)																													
9) Siam Cast Iron Work (TQM, Strategy)																													
(Year'99)																													
1) Royal Can Industry Co.,Ltd. (HRD)																													
2) New System Service Co.,Ltd. (HRD)																													
3) Rungsit Footware Co.,Ltd. (CSK+HRD)																													
4) Fujikura (Thailand) Co.,Ltd. (CSK+HRD)																													
5) Tostem Thai Co.,Ltd. (CSK+HRD)																													
6) Toyota Motor (Thailand) Co.,Ltd. (CSK+HRD)																													
(Year'00)																													
1) Somboon Group (CSK)																													
2) P.O.K. Co.,Ltd. (CSK)																													
3) Siam Kubota Co.,Ltd. (CSK+HRD)																													

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Annex 11

Major Project Activities from Feb '94 to Feb '01

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Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
<b>2. Company Visit Study</b>																													
(Year'00)																													
4) Siam Mitsui PTA Co.,Ltd. (CSK+HRD)																													
5) Denso (Thailand) Co.,Ltd.. (CSK+HRD)																													
<b>3. On-site Management Guidance OJT</b>																													
(Year'94)																													
1) Airports Authority of Thailand (BKK,Phuket)		-																											
2) PTT (Petroleum Authority of Thailand) (BKK)			-																										
(Year'95)																													
1) Jong Stit Co.,Ltd. (BKK)				-																									
2) PTT (Petroleum Authority of Thailand) (BKK)				-	-																								
3) First Industry Product Co.,Ltd. (Korat)					-	-																							
4) Kings Yont Ltd. (Korat)						-																							
(Year'96)																													
1) Doi Kham Ford Products (Chiang-Mai)										-																			
2) Essex Co.,Ltd. (Chiang-Mai)											-																		
3) Paradom Bricks Co. (Chiang-Mai)											-																		

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FMU

**Annex 11** Major Project Activities from Feb '94 to Feb '01

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
3. On-site Management Guidance OJT																													
(Year'96)																													
4) San Kampaeng Kilm Co. (Chiang-Mai)																													
5) DTC Industries Public Co.,Ltd. (BKK)																													
6) Interplast Corp. Co.,Ltd. (BKK)																													
7) Plastic Containers Co.,Ltd. (BKK)																													
8) Premier Product Co.,Ltd. (BKK)																													
9) STA Group Public Co.,Ltd. (BKK, Hatyai)																													
10) Telecom Asia Corp Public Co.,Ltd. (BKK)																													
11) Wichien Dynamic Co.,Ltd.(BKK)																													
(Year'97)																													
1) Conimex Co.,Ltd. (BKK)																													
2) Somboon Malleable Co.,Ltd. (BKK)																													
3) Siam Fitting Co.,Ltd. (BKK)																													
4) NL Production Co.,Ltd. (BKK)																													
5) B.T.Engineering Co.,Ltd. (BKK)																													
6) Siam Zexel Co.,Ltd. (BKK)																													
7) Thai Radiator Manufacturing Co.,Ltd. (BKK)																													
8) Bangkok Spring (BKK) (IPQI)																													

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Annex 11

Major Project Activities from Feb '94 to Feb '01

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Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
3. On-site Management Guidance OJT																													
(Year'97)																													
9) KV Electronics (BKK0 (IPQI)																													
10) Mala Chemical (Preliminary study for full-scale)																													
11) Sornboon Precision Product (Preliminary study for full-scale)																													
(Year'98)																													
1) Asahi Sornboon Aluminium Co.,Ltd.																													
2) Thai Chanathorn Industry Co.,Ltd.																													
3) Siam Pulleys Industry Co.,Ltd.																													
4) International Casting Co.,Ltd.																													
5) Federal Electric Corp. Ltd.																													
6) Somboon Malleable Iron Industry Co.,Ltd.																													
7) San-ei (Thailand) Co.,Ltd.																													
8) KV Electronics Assembly Co.,Ltd.																													
9) KT Thai Local Product Co.,Ltd.																													
10) Strong Pack Public Co.,Ltd.																													
10) Strong Pack Public Co.,Ltd. (Basic TPM)																													
11) Union Plastic Public Co.,Ltd.																													

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**Annex 11**

Major Project Activities from Feb '94 to Feb '01

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Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
<b>3. On-site Management Guidance OJT</b>																													
(Year'98)																													
11) Union Plastic Public Co.,Ltd. (Basic TPM)																													
12) Bangkok Screen Ltd.																													
13) Southern Parawood Co.Ltd.																													
14) Jintana Apparel Co.,Ltd.																													
15) Quality Lab Co.																													
16) Plastic Container Co.,Ltd.																													
17) Osotpa Co.,Ltd.																													
18) Coating Paper Industries Co.,Ltd.																													
19) Union Plastic (Production 2)																													
20) Tanning Organization																													
21) Rochaburi Weaving																													
22) TMR International																													
23) Rung Fah Electric																													
(Year'00)																													
1) Thai Fukoku Co.,Ltd. (HRD)																													

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**Annex II** Major Project Activities from Feb '94 to Feb '01

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
<b>4. Consultation OJT-1 (Productivity Movement-Trial, 6 months)*1 (Year'00)</b>																													
1) Hoya Glass Disk Co.,Ltd.																													
<b>5. Consultation OJT-2 (Full-Scale Productivity-Improvement, 1 year)*2 (Year'97)</b>																													
1) Mala Chemical Industries Co.,Ltd.																													
2) Somboon Precesion Product Co.,Ltd.																													
(Year'99)																													
1) Strong Pack Co.,Ltd. *3																													
2) Union Plastic Public Co.,Ltd. *3																													
3) Starmark Manufacturing Co.,Ltd. *3																													
4) Thai Fukoku Co.,Ltd. *3																													
5) Thai Energy Conservation Co.,Ltd. * 3																													
6) Imperial High Fashion Co.,Ltd.																													
(note) * 2 Consulting skills, HRD and Promotion together																													

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Annex 11

Major Project Activities from Feb '94 to Feb '01

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
<u>5. Consultation QJT-2</u>																													
(Year00)																													
1) Hoya Lens Thailand Ltd. *3																													
2) Bio Lab Co.,Ltd. *3																													
3) Mould Mate Co.,Ltd. *3																													
4) Thai Herbal Products Co.,Ltd. *3																													
<u>6. Consultation QJT-3 (Productivity Improvement</u>																													
HRD, 3-6 months)																													
(Year97, '98)																													
1) Quality Lab Co.,Ltd.																													
2) Daiichi Alloy (Thailand) Co.,Ltd.																													
3) KV- Electronics Assembly Co.,Ltd.																													
(Year98)																													
4) Practical SS' Companies																													
5) Strong Pack Public Co.,Ltd.																													
6) Union Plastic Public Co.,Ltd.																													
7) KT Thai Local Products Co.,Ltd.																													
8) Southern Parawood Co.,Ltd.																													

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**Annex 11** Major Project Activities from Feb '94 to Feb '01

*All*

Japanese Fiscal Year (April-March)	1994				1995				1996				1997				1998				1999				2000				2001
	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I	II	III	VI	I
6. Consultation OJT-3 (Productivity Improvement																													
/HRD, 3-6 months)																													
(Year'98)																													
9) Jintana Apparel Co.,Ltd.																													
10) Union Plastic (Production 2 )																													
11) Bangkok Screen Co.,Ltd.																													
12) Tanning Organization																													
13) Rochaburi Weaving																													
14) Rung Fah Electric																													
(Year'99)																													
1) Hoya Lens Thailand Ltd. (CSK)																													
(Year'00)																													
1) Ladda Chemical Co.,Ltd. (HRD)																													

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## Annex 12

### List of Training Materials Developed in the Follow - up Program 1/3

#### 1. CSK

Training Materials provided by JICA Experts.

Title	Date	Pages
Overall Factory management		
Factory management	Mar., 99	57
Material management	Apr., 99	40
Plant layout	Apr., 99	37
Production control	May, 99	41
Effective Utilization of Each Tools		
PM analysis	May, 99	19
QA/QC system	Apr., 99	20
Planning, scheduling and controlling	May, 99	29
Cost management	May, 99	23
Integration of productivity Activities		
Systems for continuous improvement	May, 99	19
Factory overall diagnosis	Jun., 99	43
Basic Management Consultant Development Course		
Management consulting	Mar., 00	42
HRD consulting	Jun, 00	50
IPQI Micro Level	Apr., 00	48
VE	Jul., 00	30
PERT	Aug., 00	32
Strategy and Business Planning	Aug., 00	60

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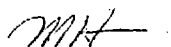
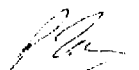
## Annex 12

## Jointly Developed Training manuals

2/3

Title	Date	Pages
Business management	Jul., 00	15
Productivity and productivity Improvement	Mar.,99	10
Strategy and Business Planning	Sep., 00	40
Management consulting	Aug., 00	10
Production management	Apr., 99	15
Production control	May., 99	10
Quality Management	Nov., 99	50
Cost Control	Feb., 00	15
IE	Jun., 00	20
Machine Management	Apr., 99	25
Material Management	May, 99	15
5S	Mar., 99	10
JIT	Oct., 00	45
Suggestion Scheme	Feb., 99	15
Diagnosis for Factory Management	Mar., 99	15

2/3

## 2. HRM/HMR

Training Materials provided by JICA Experts

Tital	Date	Pages
Personnel Management-Advanced course	Mar. 2000	179p
Intergrated-Management by Objective	Feb. 2000	116p
Supervisory Training	Aug. 1999	76p
HRD Consulting-Advanced Course	Jun. 1999	161p
Problem solving by Objective	Jul. 1999	37p
Man Power Planning	Oct. 2000	86p

## Jointly Developed Training Manuals

Tital	Date	Pages
Personnel Management-Advanced Course	Sep. 2000	41p
Intergrated-management by Objectives	Oct. 2000	54p
HRD Consulting-Advanced Course	Sep. 2000	32p

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**Annex 13**

**Number of Facilitators 1/3**

On-Site Management Guidance and Consultation OJT Companies	1st Project	2nd Project	Practical 5S	Supporting Ind. (Casting)	Basic TPM	F/U	
<u>2. On-Site Management Guidance OJT</u>							
(Year'98)							
6) Somboon Malleable Iron Industry Co.,Ltd.				5			
10) Strong Pack Public Co.,Ltd.					5		
11) Union Plastic Public Co.,Ltd.					5		
16) Plastic Container Co.,Ltd.					5		
17) Osotspa Co.,Ltd.					5		
18) Coating Paper Industries Co.,Ltd.					5		
(Year'00)							
1) Thai Fukoku Co.,Ltd.						4	
<u>3. Consultation OJT-1</u>							
(Productivity Movement-Trial,6 months)							
(Year'95)							
1) Harmony Electronics Co.,Ltd.	5						
2) Kijthawom Industry Co.,Ltd.	5						
3) People's Garment Public Co.,Ltd.	5						
4) Srithai Mibtach Mold Co.,Ltd.	5						
5) Stainless Steel Home Equipment Manufacturing Co.,Ltd.	5						
6) KTM Steel Co.,Ltd.	5						
7) Laemthong Industry Co.,Ltd.	10						
(Year'96)							
1) Strong Pack Co.,Ltd.	5						
2) Somboon Precesion Products Co.,Ltd.	5						
3) Plastic Container Co.,Ltd.	5						
4) Mala Chemical Industries Co.,Ltd.	5						

**Annex 13**

**Number of Facilitators 2/3**

On-Site Management Guidance and Consultation OJT Companies	1st Project	2nd Project	Practical 5S	Supporting Ind. (Casting)	Basic TPM	F/U	
(Year'97)							
1) Union Plastic Public Co.,Ltd.	5						
(Year'00)							
1) Hoya Glass Disk Co.,Ltd.						12	
<u>4. Consultation OJT-2</u>							
(Full-scale Productivity Improvement,1 year)							
(Year'97)							
1) Mala Chemical Industries Co.,Ltd.		15					
2) Somboon Precesion Products Co.,Ltd.		15					
(Year'99)							
1) Strong Pack Co.,Ltd.						9	
2) Union Plastic Public Co.,Ltd.						4	
3) Starmark Manufacturing Co.,Ltd.						15	
4) Thai Fukoku Co.,Ltd.						7	
5) Thai Energy Conservation Co.,Ltd.						4	
6) Imperial High Fashion Co.,Ltd.						5	
(Year'00)							
1) Hoya Lens Thailand Ltd.						15	
2) Bio Lab Co.,Ltd.						6	
3) Mould Mate Co.,Ltd.						6	
4) Thai Herbal Product Co.,Ltd.						4	

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**Annex 13**

Number of Facilitators **3/3**

On-Site Management Guidance  and Consultation OJT Companies	1st Project	2nd Project	Practical 5S	Supporting Ind. (Casting)	Basic TPM	F/U	
<u>5. Consultation OJT-3</u>							
(Productivity Improvement/HRD,3-6 months)							
(Year'97 , '98)							
1) Quality Lab Co.,Ltd.	5						
2) Daiichi Alloy	5						
3) KV-Electronics	5						
5) Strong Pack Public Co.,Ltd.		5	5				
6) Union Plastic Public Co.,Ltd.		5					
7) KT Thai Local Products Co.,Ltd.	5		5				
8) Southern Parawood Co.,Ltd.	5						
9) Jintana Apprel Co.,Ltd.	5						
10) Union Plastic (Production 2)	5						
11) Bangkok Screen Co.,Ltd.	5						
12) Tanning Organization	5						
13) Rochaburi Weaving	5						
14) Rung Fah Electric	5						
(Year'99)							
1) Hoya Lens Thailand Ltd.							
(Year'00)							
1) Ladda Chemical Co.,Ltd.						3	

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**Annex 14-2**

## EXPENSES BY THE JAPANESE SIDE

As of November 2000

(Unit: Thousand Yen)

Japanese Fiscal Year	1992	1993	1994	1995	1996	1997	1998	1999	2000	Total
Acceptance of C/P in Japan			1,771	1,424	946	925	938	1,386	0	7,390
Dispatch of Experts		1,837	110,006	121,243	131,589	146,846	146,300	110,703	54,941	823,465
Dispatch of Study Team	4,615	13,727	3,614	2,452	2,594	3,089	7,933	0	4,680	42,704
Provision of Machinery and Equipment		133	41,140	2,870	20,748	4,104	1,525	0	1,028	71,548
Local Cost born by the Japanese side			5,243	4,042	2,700	2,552	2,388	1,517	2,821	21,263
Total	4,615	15,697	161,774	132,031	158,577	157,516	159,084	113,606	63,470	966,370

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Annex 15 List of Thai Counterpart Personnel and Record of C/P Training

1. Consulting Skills and HRD

	1994	1995	1996	1997	1998	1999	2000	2001
TPDP	Feb-18 Started					Feb-17		
FTPI		Jul-01 Established				F/U		Feb-17
(Consulting Skills)	Working experience(yrs)							
Mr. Sangvorn Rutnarak (Director)			Nov/1					
1. Mr. Sitthinath Sanpanich	10		Mar/18 [C1] [C2]	[C3] [C4] [C5]	[C6]	[C7-16]		
2. Mr. Amornrat Sontlithai	1.6	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]		
3. Mr. Chamluck Khunplokaew	6	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]		
4. Mr. Kittipong Wiwakanond	4	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]		
5. Ms. Nuchsara Techapunyachai	5.5	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]	C20	C22
6. Mr. Srawut Sittipod	1.5	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]		
7. Mr. Supphasak Pongnant	0	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]		
8. Mr. Thanee Aum-or	0.3	Aug/15 [C1] [C2]		[C3] [C4]	[C5]	[C6-16]		
9. Mr. Kijja Tangkitwongporn	6		Mar/1 [C1] [C2]	[C3] [C4]	[C5]	[C6-16]		
10. Ms. Panarat Sae-Diew	3		Jul/15 [C1] [C2]	[C3] [C4]	[C5]	[C6-16]	[C18]	
11. Mr. Suchart Yuwaree	13		Apr/1 [C1] [C2]	[C3] [C4]	[C5]	[C6-16]	[C18]	
12. Mr. Thanya Limsakoune	13		Apr/1 [C1] [C2]	[C3] [C4]	[C5]	[C6-16]	[C18]	C20 C21
13. Mr. Chadej Tangcharoen	10			Jun/16 [C12] [C13] [C14]	[C6]	[C7-16]	[C18]	[C22]
14. Ms. Kamolwan Siripanich	0.5			Feb/3 [C1] [C2] [C3]	[C6]	[C7-16]		
15. Mr. Kraiwit Sethavanich	13			Jun/2 [C12] [C13] [C14]	[C6]	[C7-16]		
16. Ms. Kritsana Suwannapakdee	2			Jun/2 [C12] [C13] [C14]	[C6]	[C7-16]	[C18]	[C22]

||| : Resigned at this time

List of Thai Counterpart Personnel and Record of C/P Training

1. Consulting Skills and HRD

	1994	1995	1996	1997	1998	1999	2000	2001
TPDP	Feb-18 Started					Feb-17		
FTPI		Jul-01 Established					F/U	Feb-17
(Consulting Skills)	Working experience(yrs)							
17. Mr. Mana Chaiwongroj	9			Jun/16 C1 C5 C3 C12	C6	C14-18		
18. Ms. Pilirake Wongsanganan	7		ISO	Apr/1 C1 C1 C5 C3	C6 C12 C4	C14-18		
19. Mr. Yongwit Thongnark	3			Mar/1 C3 C1 C5 C4	C6 C12	C14-18 C1		
20. Mr. Sittichai Luengnuengroj	8					C14-18 C23		
21. Mr. Assadej Vanichchinchai	3					C14-18 C23		
22. Mr. Prasarn Panichluenchachai	6					C14-18 C22 C18 C20 C21 C24		
23. Mr. Rattana Ngamlertrat	5					C14-18 C19 C22 C24		
24. Mr. Wachirapong Saleesing	7					C14-18 C24 C12 C19 C20 C21 C12		
25. Mr. Wuttipong Boonava	3					C14-18 C22 C19 C22 C24		

C1 : Introductory course

C2 : Productivity Consultant-Basic

C3 : Basic Management Consultant Development

C4 : Intensive "Kaizen" workshop

C5 : Consulting Skills - Intermediate

C6 : Consulting Skills - Advanced

C7 : Productivity Concept

C8 : Training & Development

C9 : OJT Instructor

C10 : Basic Supervisory

C11 : Intermediate Financial Management

C12 : CP Training in Japan

C13 : Workshop (Supporting Ind.& others)

C14 : Overall Factory Management

C15 : Effective Utilization of Tools

C16 : Intergration of Productivity Activities

C17 : Follow-up Classroom Training (Additional)

C18 : IPQI Micro Level

C19 : Basic Management Consultant Development

C20 : Value Engineering

C21 : PERT

C22 : Strategy and Business Planning

C23 : Consulting Skills - Basic

C24 : Consulting Skills - Intermediate

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List of Thai Counterpart Personnel and Record of C/P Training

1. Consulting Skills and HRD

	1994	1995	1996	1997	1998	1999	2000	2001
TPDP	Feb-18 Started					Feb-17		
FTPI		Jul-01 Established					F/U	Feb-17
(HRD)	Working experience(yrs)							
1. Mr. Warong Yamabhai	6	Aug/15	H1-6 H11	H7-10	H12-14 H16-18	1 2 3 4 5 6		6
2. Ms. Araya Charoenkul	5	Aug/15	H1-6	H7-10	H12-18	1 2 3 4		6
3. Ms. Prachaya Permthongkum	2	Aug/15	H1-6	H7-10	H12-18	1 2 3 4 5 6		6
4. Ms. Weena Khositsurangkakul	1	Aug/15	H1-6	H7-10	H12 H16-1	1 2 3 4 5 6		6
5. Ms. Pharadee Bootsaksri	6					1 2 3 4 5 6		6
6. Mr. Tawesak Hoonnak	7					1 2 3 4 5 6		6
7. Ms. Krongthong Arunyanon	1.5					1 2 3 4 5 6	7	6
8. Ms. Chalernsri Amomsoonthorn	7					1 2 3 4 5 6		6
9. Ms. Suneo Chinchuntra	21.5					1 2 3 4 5 6		6
10. Mr. Prasam Simsirivong	11					1 2 3 4 5 6	7	6
11. Mr. Pattarasak Uttamayodtin	19.5					E		
12. Mr. Noppadol Soonthorn	11				H12-1A	1 2 3 4 5 6 E		
13. Ms. Tewtip Vichienroj	13.5					1 2 3 4 5 6 E		

H1: Introductory

H7: Facilitator Training

H13: Middle Management Development

H19: Introduction of Productivity

H25: Middle Management Training

H2: Productivity Concept

H8: Supervisory/Middle Management Development

H14: Supervisory OJT

H20: Facilitator Training

H3: Training & Development

H9: Intermediate Financial Management

H15: Facilitator OJT

H21: HRD Consulting

\*1: H21+H25

\*5: H21+H23

H4: OJT Instructor

H10: Basic Management Consultant Development

H16: HRD Consulting

H22: Personnel Management

\*2: H24

\*6: H20+H22

H5: Basic Supervisory

H11: CP Training in Japan

H17: Supervisory Training (APO)

H23: Basic Management Consulting

\*3: H22

\*7 Intensive (\*1~\*4)

H6: Productivity Consultant-Basic

H12: Personnel Management System

H18: Supervisory Development (APO)

H24: Supervisory Training

\*4: H19+H22+H23

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Annex 16 Machinery and Equipment Provided by the Thai Side

No.	Description	Quantity	Remark
1	Expert' s desks	3	
2	Expert' s chairs	6	
3	Secretary' s desks	3	
4	Secretary' s chairs	2	
5	Desks for meeting rooms	2	
6	Chairs for meeting rooms	7	
7	Computer desks	6	
8	Bookshelves	9	
9	Suite for head/leader officer	2	
10	Steel cabinets	5	
11	White board	3	
12	Desktop Computer	2	
13	Printer	1	

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**Annex 17 Expenses for the Follow-up Program by the Thai side**

No.	Description	1999	2000	2001
		Oct. 98-Sept. 99	Oct. 99-Sept 00	Oct 00-Feb 01
1	Building & Facilities	831,060.00	683,553.00	223,352.50
	Office Space Rental	721,688.17	266,992.19	111,246.70
	Utility Charges			
	(Included Telephone & Fax Charges)			
2	Personnel Expenses	420,000.00	420,000.00	175,000.00
	Driver's (SERENA) (Salary & Maid Charges)			

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