

ANNEX 8 RESULT OF MID-TERM EVALUATION

Evaluation Result		Reference
1. Relevance	<ul style="list-style-type: none"> ➤ Implementation of the Project is relevant enough with regard to following points. 	
(1) Overall Goal	<ul style="list-style-type: none"> ➤ The overall goal of the Project is relevant to the current development issue in the Republic of Costa Rica and in accordance with the Costa Rica governmental Policy. ➤ Following policy support to enhance the capability of CEOF. National Development Plan (2002.5~2006.4) Capability of CEOF 	
(2) Project Purpose	<ul style="list-style-type: none"> ➤ CEOF is the core governmental organization under the Ministry of Science and Technology to improve productivity. ➤ CEOF wishes to implement and upgrade productivity improvement activities, and have started to implement consultation services in the form of On-the-job training. 	
2. Effectiveness		
(1) Achievement of Outputs	<p><u>Output 0: The management system of the Project will be enhanced</u> [Indicators]</p> <p>0-1. C/P and other related staff are allocated as planned. 0-2. Budget is adequately allocated to the Project. 0-3. Joint Coordinating Committee (JCC) and project-management meeting are held periodically. 0-4. Provided machinery and equipment are installed and operate appropriately.</p> <p>[Comment]</p> <p><u>0-1. C/P and other related staff are allocated as planned.</u> ➤ The necessary personnel are not allocated sufficiently. However, CEOF has recruited two C/P recently, and will make more efforts to fulfill other positions</p> <p><u>0-2. Budget is adequately allocated to the Project.</u> ➤ Costa Rican government has been allocated the necessary budget for the Project as planned. ➤ However, the other portion of income from CEOF's own activities falls short of plan substantially at the beginning of the Project. CEOF need a through review of own business plan and strategy.</p> <p><u>0-3. Joint Coordinating Committee (JCC) and Project-management</u></p>	<p>Annex 19</p> <p>Annex 2</p> <p>Annex 20</p>

meeting are held periodically.

- JCC have been convened every 6 months.
- Management meeting between JICA and CEFOF has been held every Tuesday.
- Both sides agreed on resolving some problems argued in the JCC meeting held on 2 September, 2003.

0-4. Provided machinery and equipment are installed and operate appropriately.

- In general, most of machinery and equipments are in good use.
- Regarding the server and Firewall, maintenance agreement expired in 2002, and the updating of the application has been delayed. But CEFOF will use a 'Per Call System' in emergency case. In that case, CEFOF have to pay the whole fee for it.

Output 1: The technical capability of the counterpart personnel (C/P) will be upgraded in the field of Production Management, Quality Management, Administrative Management and Productivity Management.

[Indicators]

- 1-1. Each C/P improves his own knowledge and skills of technology transfer items.
- 1-2. Original manuals and instruction materials are developed.
- 1-3. Number of publishing C/P's paper in magazines of related area increases.

[Comments]

1-1. Each C/P improves his own knowledge and skills of Technology transfer items.

- In the field of Production Management, technical level of C/P is upgraded certainly.
- In the field of Quality management and Administrative Management, the upgrade is insufficient because of the long absence of long term experts of these areas originated in a looking after their participants.

1-2. Original manuals and instruction materials are developed.

- Japanese experts have developed manuals and instruction materials sufficiently.

1-3. Number of publishing C/P's paper in magazines of related area increases.

- CEFOF distributes a bulletin to 150 related companies by mail and e-mail.

Annex 21

Annex 22

- The publishing paper in magazines is not exists now. However, some C/Ps were reported in a newspaper and so.

Output 2: Consultation services will be implemented systematically.

[Indicators]

- 2-1 The quantity and quality of consultation services satisfy the needs of target groups.
- 2-2. Consultation services contribute to productivity improvement of target SMEs.
- 2-3. Manuals for consultation methodology are accumulated.

[Comments]

- The Project has conducted some companies and the number of new clients continued to increase.
- In the field of Production Management had conducted to Holcim etc. In the Quality Management field, the project started in Coopevictoria. In the Administrative Management field, the project in ICE etc has been carried out.
- It is expected that consultation services in the technology-transfer field should be enhanced more directly and indirectly by the technology transfer of the Project.
- Since C/P does not have enough practical experience in spite of having gained fundamental knowledge of specific subject, it is still early to evaluate the quality of consultation of C/P.

Output 3: Information and promotion services will be upgraded.

[Indicators]

- 3-1 The number of related seminars and training courses increases.
- 3-2. The number of materials for seminars and training courses increases.
- 3-3. The number of productivity statistics accumulated at CEFOF increase.
- 3-4 The number and type of brochures and manuals for Productivity measurement increase.

[Comments]

3-1. The number of related seminars and training courses increases.

- A lot of seminars and training courses have been implemented respectively in the fields of Productivity Management, Quality Management, Administrative Management, and Productivity Measurement.

	<p>➤ The Third Countries Training Course has been implemented successfully, and now being prepared for the implementation on November counting 36 participants from the regional countries.</p> <p><u>3-2. The number of materials for seminars and training courses increases.</u></p> <p>➤ Japanese experts have prepared manuals and instruction materials sufficiently since the start of the Project.</p> <p><u>3-3. The number of productivity statistics accumulated at CEFOF increase.</u></p> <p>➤ Related technical data including client information is accumulated.</p> <p><u>3-4. The number and type of brochures and manuals for Productivity measurement increase.</u></p> <p>➤ 9 materials about Productivity measurement in Costa Rica are developed from 2002.</p>	
3. Efficiency		
(1) Adequately of timing, quality and quantity of Inputs from Japanese Side	<p>(1) Dispatch of Japanese Expert</p> <p>➤ Total 8 long-term experts and 11 short term experts were dispatched.</p> <p>➤ Two long-term experts in the field of Quality management and Administrative Management were dispatched with delay due to the recruit-system problem in the Japanese side.</p> <p>(2) C/P Training in Japan</p> <p>➤ 10 C/P have been trained in Japan as planned. The trained C/P are expected to serve to the Project as core members in the Project.</p> <p>(3) Provision of Machinery and Equipment</p> <p>➤ Major Machinery and Equipment which are worth around JPY 54,260,000 has been provided by the Japanese side.</p> <p>(4) Budgetary Allocation for Supporting Local Cost</p> <p>➤ Total of JPY 11,280,000 was borne by the Japanese side from January 2000 to the end of March 2002.</p>	<p>Annex 4</p> <p>Annex 5</p>
(2) Adequately of timing, quality and quantity of Inputs from Costa Rican Side	<p>(1) Allocation of C/P and administrative personnel</p> <p>➤ The necessary personnel are not allocated sufficiently.</p> <p>(2) Provision and maintenance of machinery and equipment</p> <p>➤ Maintenance of machinery and equipment is generally done properly so far</p> <p>➤ However, the updating of the application is delayed regarding the server.</p> <p>➤ In order to carry out maintenance by C/P themselves, it is recommended to guide them to keep the maintenance record</p>	<p>Annex 2</p> <p>Annex 21</p>

	<p>revised.</p> <p>(3) Local cost – Necessary budget for the implementation of the project</p> <ul style="list-style-type: none"> ➤ Same as section 2-(1)-04 	
4. Impact	<p><u>Abstract</u></p> <p>The impact of the Project has not been identified and clarified in the mid-term evaluation and it will be further researched in the final evaluation.</p>	
	<p><u>Achievement of Overall Goal</u></p> <p><u>Overall Goal: The productivity improvement activities through CEFOF will be strengthened in Costa Rica and in the Region.</u></p>	
5. Sustainability	<ul style="list-style-type: none"> ➤ It is still early to monitor sustainability of the Project. It is needed to monitor all of project activities carefully. ➤ In the technical aspect, C/P needed to gain more practical skills through the Open seminar and OJT-typed Consultation services. ➤ In the financial aspects, CEFOF reinforce the Marketing Department, and promote the teamwork operation with the Technology Departments in order to improve the financial condition. 	

Annex 9 Project Design Matrix (PDM) (#4)

Project Name: Project on Productivity Improvement for Enterprises in the Republic of Costa Rica

Duration: January 20, 2001 - January 19, 2006

Costa Rican Side Implementing Agency: The Technical Instructor and Personnel Training Center for Industrial Development of Central America in the Republic of Costa Rica (CEFOF)

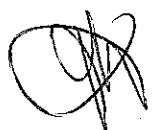
Japanese Side Implementing Agency: Japan International Cooperation Agency (JICA)

Target Group: Small and Medium Scale Enterprises (SMEs) in Costa Rica and Surrounding Regions

Date: 13 Oct 2003

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<p>(Overall Goal) The productivity improvement activities through CEFOF will be strengthened in Costa Rica and in the Region.</p>	<p>1 CEFOF enhances their network with other regional productivity centers and increases the number of productivity improvement activities such as seminars and training courses in Costa Rica and its surrounding regions.</p> <p>2 The number of beneficiaries (SMEs and other respective institutes) through CEFOF's activities increases in Costa Rica and its surrounding regions, and they improve their knowledge and techniques on productivity improvement.</p> <p>3 The number of activities of productivity improvement for the SMEs conducted by beneficiaries increase in regional countries.</p> <p>4 The number of SMEs and respective institutes that recognize CEFOF's activities increases in Costa Rica and its surrounding regions.</p>	<p>1 Annual record on CEFOF's activities</p> <p>2 Annual record on CEFOF's activities, interview with and questionnaire to related public and private sectors</p> <p>3 Interview with and questionnaire to related public and private sectors</p> <p>4 Interview with and questionnaire to related public and private sectors</p>	<p>a There is no drastic change in political and economic situation in the Republic of Costa Rica.</p> <p>b The existing national policy on promoting productivity improvement will maintain its continuity.</p>
<p>(Project Purpose) CEFOF will be able to implement and upgrade productivity improvement activities to Costa Rican enterprises.</p>	<p>1 The type of technical services and number of clients of CEFOF increase.</p> <p>2 Most beneficiaries show the high level of satisfaction on CEFOF's activities.</p>	<p>1 Annual record on CEFOF's activities</p> <p>2 Interview with and questionnaire to clients and related organizations benefited from CEFOF's activities</p>	<p>a The industrial sector and other related public institutes are cooperative for the Project activities such as consultation services, seminars, information services, etc</p>
<p>(Outputs) 0. The management system of the Project will be enhanced.</p> <p>1. The technical capability of the counterpart personnel (C/P) will be upgraded in the field of Production Management, Quality Management, Administrative Management and Productivity Measurement.</p>	<p>0-1C/P and other related staff are allocated as planned.</p> <p>0-2 Budget is adequately allocated to the Project</p> <p>0-3 Joint Coordinating Committee (JCC) and project-management meeting are held periodically.</p> <p>0-4 Provided machinery and equipment are installed and operated appropriately.</p> <p>1-1 Each C/P improves his own knowledge and skills of technology-transfer items.</p> <p>1-2 Original manuals and instruction materials are developed.</p> <p>1-3 The number of publishing C/P's paper in magazines of related area increases.</p>	<p>0-1 Organization chart of CEFOF and record of allocated C/P</p> <p>0-2 Accounting record of CEFOF</p> <p>0-3 Record of committees and meetings</p> <p>0-4 Maintenance record of machinery and equipment</p> <p>1-1 Evaluation sheet of technology transfer (assessed by Japanese experts and the Costa Rican side)</p> <p>1-2 List of manuals and instruction materials on each technology-transfer item</p> <p>1-3 Record of publishing C/P's paper in magazines of related area</p>	<p>a The trained C/P remain at CEFOF.</p> <p>b Costa Rican government will continue to subsidize CEFOF adequately.</p> <p>c Costa Rican government will clarify the linkages between her policy to promote industrial development in Costa Rica and functions of CEFOF</p>

<p>2 Consultation services will be implemented systematically.</p>	<p>2-1 The quantity and quality of consultation services satisfy the needs of target groups. 2-2 Consultation services contribute to productivity improvement of targeted SMEs. 2-3 Manuals for consultation methodology are accumulated</p>	<p>2-1 Record of consulting activities, Questionnaire to clients 2-2 Record of consulting activities, Report of respective cases before and after the implementation of consultation services 2-3 List of manuals for consultation methodology</p>	
<p>3 Information and promotion services will be upgraded.</p>	<p>3-1 The number of related seminars and training courses increases. 3-2 The number of materials for seminars and training courses increases 3-3 The number of productivity statistics accumulated at CEFOF increases 3-4 The number and type of brochures and manuals for Productivity measurement increases.</p>	<p>3-1 Record of seminars and training courses of CEFOF 3-2 List of curricula and materials for seminars and training courses 3-3 List of productivity statistics prepared and accumulated by CEFOF 3-4 List of leaflets, periodicals and manuals for productivity measurement</p>	

(Activities)	Input		
	The Costa Rican side	The Japanese side	
<p>0-1 Allocate necessary personnel as planned</p> <p>0-2 Formulate and monitor plans of the Project activities</p> <p>0-3 Make budget plan and execute it properly</p> <p>0-4 Establish and Operate management system</p> <p>0-5 Install, operate and maintain machinery and equipment properly</p> <p>1-1 Assess the technical capability of C/P</p> <p>1-2 Make plan and implement technology transfer to C/P</p> <p>1-3 Monitor and evaluate the result of technology transfer to C/P</p> <p>1-4 Produce manuals and instruction materials and evaluate them</p> <p>2-1 Make plan of consulting services</p> <p>2-2 Identify clients and their needs through company visit, etc.</p> <p>2-3 Define consulting model</p> <p>2-4 Conduct consultation services to targeted clients</p> <p>2-5 Evaluate the results of consultation services</p> <p>2-6 Produce manuals for consultation methodology</p> <p>3-1 Prepare, implement and evaluate related seminars and training courses</p> <p>3-2 Produce materials for related seminars and training courses</p> <p>3-3 Establish a follow-up system on the activities of the participants and execute it</p> <p>3-4 Make plan and produce productivity statistics</p> <p>3-5 Make plan and produce brochures for productivity measurement</p> <p>3-6 Disseminate the latest information on productivity improvement activities through seminars, brochures, periodicals and related manuals</p>	<p>1 Provision and maintenance of building and facilities for the Project site</p> <p>2 Allocation of the C/P and Administrative personnel</p> <p>(1) C/P</p> <p>a Project Manager 1</p> <p>b Project Coordinator 1</p> <p>c Technical C/P 22</p> <p>(2) Administrative Personnel 2</p> <p>(3) Supporting Staff</p> <p>a Secretary 1</p> <p>b Driver 1</p> <p>c Other supporting staff necessary</p> <p>3 Provision of machinery and equipment and their maintenance</p> <p>4 Local Cost</p> <p>Necessary budget for the implementation of the Project</p>	<p>1 Dispatch of Japanese experts</p> <p>(1) Long-term Experts</p> <p>a Chief Advisor</p> <p>b Project Coordinator</p> <p>c Production management</p> <p>d Quality management</p> <p>e Administrative management</p> <p>(2) Short-term Experts</p> <p>Appropriate number of short-term experts will be dispatched as necessity arises.</p> <p>(Among the Short-term Experts, also included Productivity Measurement)</p> <p>3 Costa Rican C/P Training in Japan</p> <p>A certain number (0-3) of the C/P yearly</p> <p>4 Provision of machinery and equipment</p>	<p>a The appropriate number of C/P is allocated and engaged in technology transfer from experts.</p> <p>b Donated machinery and equipment get through the customs smoothly</p> <p>(Preconditions)</p> <p>a Costa Rican government continues to stress its policy to promote productivity development.</p>

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Annex10 Technical Cooperation Program (TCP)

* LTE Works might be undertaken by STE in some cases



 Off JT

 OJT

 Combination of OJT and Off JT

CP	By	Achievement																Plan															
		2001				2002				2003				2004				2005															
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV												
1 Productivity Improvement																																	
1.1 General Basic Knowledge of Management																																	
1.1.1	Basics of Production Management	All	LTE A	[Cross-hatch]																													
1.1.2	Basics of Quality Control & Assurance	All	LTE B	[Cross-hatch]																													
1.1.3	Basics of Business Strategy & Marketing	All	LTE C	[Cross-hatch]				[Cross-hatch]																									
1.1.4	Basic of Management Accounting & Finance	All	LTE C	[Cross-hatch]				[Cross-hatch]																									
1.1.5	Basics of HRM	All	STE	[Cross-hatch]				[Cross-hatch]																									
1.1.6	Basics of IT Applications & Management	All	STE	[Cross-hatch]				[Cross-hatch]																									
1.2 Development Consulting Methodology																																	
1.2.1	Diagnosis System	All	All LTE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
1.2.2	Supplemental Material for Consultation	All	All LTE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
1.2.3	Consulting Methodology Model	All	All LTE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2 Production Management																																	
2.1 Basic Concept of Production Management																																	
2.1.1	Obstacles for production	Pro.	LTE A	[Cross-hatch]																													
2.1.2	Control of Daily Production	Pro.	LTE A	[Cross-hatch]																													
2.1.3	Inventory and Supply System	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]																									
2.1.4	KAIZEN for Production	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.1.5	Management of factory	Pro.	STE/LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.2 Analytical and Improvement Method																																	
2.2.1	Material Development	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]																									
2.2.2	Lean Production System	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]																									
2.2.3	Cost Improvement by VE/IE	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]																									
2.2.4	Experimental Design(TAGUCHI Method)	Pro.	STE/LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.2.5	TPM(incl. Preventive Maintenance)	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.2.6	Statistics II			[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.3 Practical Use(Implementation) of Knowledge & Techniques																																	
2.3.1	Activities as lecturers to deepen knowledge	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.3.2	Case Study through Company Visit	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.3.3	Diagnosis of Production Management	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.3.4	Long Term Consultation	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.3.5	Management Technology in Specific Field	Pro.	STE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.3.6	Safety Management	Pro.	STE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.4 Current Issues (Information Provision)																																	
2.4.1	Small companies in Japan but with Top	Pro.	TRC/STE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.4.2	Hoshin Management	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.4.3	Supply Chain Management	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.4.4	MAP Method for Cost Reduction	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.4.5	Six Sigma Activity	Pro.	LTE A	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
2.4.6	IT for Production	Pro.	STE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
3 Quality Management																																	
3.1 Basic Concept of Quality Management																																	
3.1.1	History and Trend of QC	Qty.	LTE B	[Cross-hatch]																													
3.1.2	QC7Tools and New QC Tls.	Qty.	LTE B	[Cross-hatch]																													
3.1.3	Statistical Quality Control	Qty.	STE/LTE	[Cross-hatch]				[Cross-hatch]																									
3.1.4	KAIZEN on Quality	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
3.2 Analytical and Improvement Method																																	
3.2.1	Total Quality Management	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]																									
3.2.2	Quality Assurance System(incl.ISO9000)	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]																									
3.2.3	Customer Satisfaction Analysis	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]																									
3.2.4	QFD	Qty.	STE/LTE	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
3.3 Practical Use(Implementation) of Knowledge & Techniques																																	
3.3.1	Activities as lecturers to deepen knowledge	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
3.3.2	Case Study through Company Visit	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
3.3.3	Diagnosis of Quality Management	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	
3.3.4	Long Term Consultation	Qty.	LTE B	[Cross-hatch]				[Cross-hatch]				[Cross-hatch]				[Cross-hatch]																	




Annex11 Plan of Operations (PO) Revised

2003.09.23

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

Annex12 Tentative Schedule of Implementation Revised 2004 (TSI)

2003.09.23

Calendar Year	2000				2001				2002				2003				2004				2005				06				
Japanese Fiscal Year	99				2000				2001				2002				2003				2004				2005				
	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
Term of Technical Cooperation	Signing of the R/D																												
The Japanese side																													
I Dispatch of Mission																													
(0)Basic Study																													
(1)Preliminary Study																													
(2)Supplementary Study																													
(3)Implementation Study																													
(4)Evaluation																													
II Dispatch of Long-Term Experts																													
(1)Chief Advisor																													
(2)Coordinator																													
(3)Production management																													
(4)Quality management																													
(5)Administrative management																													
III Dispatch of Short-Term Experts																													
(1)Productivity Promotion																													
(2)HACCP																													
(3)Basic IT for Business Management																													
(4)IPI																													
(5)QC in Software																													
(6)Basic HRM																													
(7)Taguchi Method																													
(8)Productivity Measurement																													
(9)Financial Management																													
(10)HRM																													
(11)Management Techniques in Specific Field																													
(12)Marketing Research																													
(13) Productivity Measurement -II																													
(14) Productivity Measurement -III																													
(15) Productivity Promotion & Dissemination																													
(16) Safety Management																													
(17)TQM & ISO9001 for Service Business																													
(18) Productivity Measurement -IV																													
(19) Productivity Measurement -V																													
(20) Marketing Research II																													
(21)Business Game I																													
(22)Business Game II																													
(23)Practical Improvement Productivity(IT)																													
IV Training of C/P Personnel in Japan																													
(1)Productivity Improvement																													
(2)Practical Improvement Productivity																													
(3)Practical Improvement Productivity																													
(4)Consultancy SME/JPC																													
(5)Practical Improvement Productivity																													
(6)Practical Improvement Productivity																													
(7)Consultancy SME/JPC																													
(8)Practical Improvement Productivity																													
(9)Consultancy SME/JPC																													
(10)Practical Improvement Productivity(IT)																													
The Costa Rican side																													
I Building and Facilities																													
II Machinery and Equipment																													
III Allocation of C/P Personnel and Necessary Staff																													
IV Allocation of Budget																													

Short-Term Expert on specific fields will be dispatched, if necessary.

A certain number of the C/P will be accepted in Japan annually.

NOTE:

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