


Annex13 2003 Annual Tentative Technical Cooperation Program(ATCP) for JFY2003 and its achievement

* LTE Works might be undertaken by STE in some cases


 Off JT
 OJT
 Combination of OJT and Off JT

				2003.10.13																							
		CP	By	2001				2002				2003								2004							
				I	II	III	IV	I	II	III	IV	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	
1	Productivity Improvement																										
	1.1 General Basic Knowledge of Management																										
	1.1.1 Basics of Production Management	All	LTE A																								
	1.1.2 Basics of Quality Control & Assurance	All	LTE B																								
	1.1.3 Basics of Business Strategy & Marketing	All	LTE C																								
	1.1.4 Basic of Management Accounting & Finance	All	LTE C																								
	1.1.5 Basics of HRM	All	STE																								
	1.1.6 Basics of IT Applications & Management	All	STE																								
	1.2 Development Consulting Methodology																										
	1.2.1 Diagnosis System	All	All LTE																								
	1.2.2 Supplemental Material for Consultation	All	All LTE																								
	1.2.3 Consulting Methodology Model	All	All LTE																								
2	Production Management																										
	2.1 Basic Concept of Production Management																										
	2.1.1 Obstacles for production	Pro.	LTE A																								
	2.1.2 Control of Daily Production	Pro.	LTE A																								
	2.1.3 Inventory and Supply System	Pro.	LTE A																								
	2.1.4 KAIZEN for Production	Pro.	LTE A																								
	2.1.5 Management of factory	Pro.	LTE A																								
	2.2 Analytical and Improvement Method																										
	2.2.1 Material development	Pro.	LTE A																								
	2.2.2 Lean Production System	Pro.	LTE A																								
	2.2.3 Cost Improvement by VE/IE	Pro.	LTE A																								
	2.2.4 Experimental Design(TAGUCHI Method)	Pro.	LTE A																								
	2.2.5 TPM (incl. Preventive Maintenance)	Pro.	LTE A																								
	2.2.6 Statistics -II	Pro.	STE																								
	2.3 Practical Use(Implementation) of Knowledge & Techniques																										
	2.3.1 Activities as lecturers to deepen knowledge	Pro.	LTE A																								
	2.3.2 Case Study through Company Visit	Pro.	LTE A																								
	2.3.3 Diagnosis of Production Management (PD)	Pro.	STE/LTE A																								
	2.3.4 Long Term Consultation	Pro.	LTE A																								
	2.3.5 Management Technology in Specific Field	Pro.	LTE A																								
	2.3.6 Safety Management	Pro.	LTE A																								
	2.4 Current Issues (Information Provision)																										
	2.4.1 Environmental management	Pro.	TRC/STE																								
	2.4.2 Small companies in Japan but with Top share	Pro.	TRC/STE																								
	2.4.3 Hoshin Management	Pro.	LTE A																								
	2.4.4 Supply Chain Management	Pro.	LTE A																								
	2.4.5 MAP Method for Cost Reduction	Pro.	LTE A																								
	2.4.6 Six Sigma Activity	Pro.	LTE A																								
	2.4.7 IT for Production	Pro.	STE/LTE																								
3	Quality Management																										
	3.1 Basic Concept of Quality Management																										
	3.1.1 History and Trend of QC	Qlty.	LTE B																								
	3.1.2 QC7Tools and New QC Tls.	Qlty.	LTE B																								
	3.1.3 Statistical Quality Control	Qlty.	LTE B																								
	3.1.4 KAIZEN on Quality	Qlty.	LTE B																								
	3.2 Analytical and Improvement Method																										
	3.2.1 Total Quality Management	Qlty.	LTE B																								
	3.2.2 Quality Assurance System(incl.ISO9000)	Qlty.	LTE B																								
	3.2.3 Customer Satisfaction Analysis	Qlty.	LTE B																								
	3.2.4 QFD	Qlty.	LTE B																								
	3.2.5 Liability Theory	Qlty.	LTE B																								
	3.3 Practical Use(Implementation) of Knowledge & Techniques																										
	3.3.1 Activities as lecturers to deepen knowledge	Qlty.	LTE B																								
	3.3.2 Case Study through Company Visit	Qlty.	LTE B																								
	3.3.3 Diagnosis of Quality Management	Qlty.	LTE B																								
	3.3.4 Long Term Consultation	Qlty.	LTE B																								

A

[Signature]

Annex 14 2002 Annual Plan of Operations (APO) for JFY2002 and its Achievement

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

Calendar Year Japan Fiscal Year	Target	2002.12.31.																																			
		2001				2002												2003												2004							
		JFY2000		JFY2001		JFY 2002												JFY 2003												JFY 2004							
III	IV	I	II	III	IV	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3								
Term of Technical Cooperation						JCC					JCC					JCC					JCC									JCC							
0 The Management system of the Project will be enhanced.																																					
0-1 Allocate necessary personnel as planned.																																					
0-1-1 Make personnel allocation plan.																																					
0-1-2 Allocate personnel as planned.																																					
0-1-3 Review personnel allocation, if necessary.																																					
0-2 Formulate and monitor plans of activities.																																					
0-2-1 Formulate plans of activities for the Project.																																					
0-2-2 Formulate plans of activities for the first year.																																					
0-2-3 Review plans of activities, if necessary.																																					
0-2-4 Formulate plans of activities for the second year.																																					
0-2-5 Review plans of activities, if necessary																																					
0-2-6 Formulation plan of activities for the third year																																					
0-3 Make budget plan and execute properly.																																					
0-3-1 Approve budget for CFY 2000.																																					
0-3-2 Execute budget for CFY 2000.																																					
0-3-3 Make budget plan for CFY 2001.																																					
0-3-4 Approve budget for CFY 2001.																																					
0-3-5 Execute budget for CFY2001																																					
0-3-6 Make budget plan for CFY2002																																					
0-3-7 Approve budget for CFY2002																																					
0-3-8 Execute budget for CFY2002																																					
0-3-9 Make plan budget for CFY2003																																					
0-3-10 Approve budget for CFY2003																																					
0-3-11 Execute budget for CFY2003																																					
0-3-12 Make plan budget for CFY2004																																					
0-3-13 Approve budget for CFY2004																																					
0-3-14 Execute budget for CFY2004																																					
0-4-1 Review existing management system.																																					
0-4-2 Make plan of management system.																																					
0-4-3 Establish management system.																																					
0-4-4 Operate management system.																																					
0-4-5 Monitor and review management system, if necessary.																																					
0-5 Install, operate and maintain properly																																					
0-5-1 Provide and install necessary machinery and equipment.																																					
0-5-2 Operate and maintain the machinery and equipment properly.																																					

(*)

<Costa Rica side>

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

<Japanese side>

IS : Implementation Study Team
 CA : Chief Advisor
 JPC : Project Coordinator
 LE : Long-term expert
 SE : Short-term expert

Annex14 2002 Annual Plan of Operations (APO) for JFY2002 and its Achievement
 Output 1 Technical capability of the C/P will be upgraded

200212.31

Calendar Year Japan Fiscal Year	Target	2001												2002												2003												2004		
		JFY2000				JFY2001				JFY 2002				JFY 2003				JFY 2003				2004																		
		III	IV	I	II	III	IV	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3									
1 Technical capability of the C/P will be upgraded.		Starting of the R/D																																						
1-1 Assess the technical capability of C/P		[Gantt chart bars]																																						
1-1-1 Implement basic technical transfer.		[Gantt chart bars]																																						
1-1-2 Implement the company visit and discussion		[Gantt chart bars]																																						
1-1-3 Evaluate the C/Ps' capability as lecturers.		[Gantt chart bars]																																						
1-1-4 Interview the C/P and implement the assessment		[Gantt chart bars]																																						
1-2 Make plan of technology transfer to C/P.		[Gantt chart bars]																																						
1-2-1 Make Annual Technical Cooperation Program (ATCP) for the first year of the Project.		[Gantt chart bars]																																						
1-2-2 Review TCP & ATCP.		[Gantt chart bars]																																						
1-2-3 Make ATCP for the second year of the Project.		[Gantt chart bars]																																						
1-2-4 Review TCP, if necessary.		[Gantt chart bars]																																						
1.2.5 Make ATCP for the third year of the project		[Gantt chart bars]																																						
1-3 Implement technology transfer to the C/P.		[Gantt chart bars]																																						
1-3-1 Prepare teaching material(Textbooks).		[Gantt chart bars]																																						
1-3-2 Implement technology transfer as planned.		[Gantt chart bars]																																						
1-3-3 Compile textbooks		[Gantt chart bars]																																						
1-4 Monitor and evaluate the result of technology transfer to the C/P.		[Gantt chart bars]																																						
1-4-1 Make monitoring and evaluation system.		[Gantt chart bars]																																						
1-4-2 Establish monitoring and evaluation plan.		[Gantt chart bars]																																						
1-4-3 Monitor the result of technology transfer to the C/P		[Gantt chart bars]																																						
1-4-4 Evaluate the result of technology transfer to the C/P		[Gantt chart bars]																																						

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Annex14 2002 Annual Plan of Operations (APO) for JFY2002 and its Achievement

Output 2 Consulting service will be implemented systematically

Calendar Year Japan Fiscal Year	Target	2002.12.31																																
		2001					2002					2003					2004																	
		JFY2001					JFY 2002					JFY 2003					JFY 2004																	
Status of the E/O		III	IV	I	II	III	IV	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
Term of Technical Cooperation		[Grid with horizontal lines indicating activity periods]																																
2 Consulting services will be implemented systematically		[Grid with horizontal lines indicating activity periods]																																
2-1 Make plan of consulting activities		[Grid with horizontal lines indicating activity periods]																																
2-1-1 Discuss the plan with CEFOF		[Grid with horizontal lines indicating activity periods]																																
2-1-2 Make the plan.		[Grid with horizontal lines indicating activity periods]																																
2-1-3 Adjust the plan.		[Grid with horizontal lines indicating activity periods]																																
2-2 Identify client through company visit, etc.		[Grid with horizontal lines indicating activity periods]																																
2-2-1 List up the expected clients.		[Grid with horizontal lines indicating activity periods]																																
2-2-2 Implement the company visits.		[Grid with horizontal lines indicating activity periods]																																
2-2-3 Decide the client companies.		[Grid with horizontal lines indicating activity periods]																																
2-3 Define consulting model		[Grid with horizontal lines indicating activity periods]																																
2-3-1 Make the plan of developing consulting manuals.		[Grid with horizontal lines indicating activity periods]																																
2-3-2 Make the draft.		[Grid with horizontal lines indicating activity periods]																																
2-3-3 Adjust the manuals.		[Grid with horizontal lines indicating activity periods]																																
2-4 Conduct consultation		[Grid with horizontal lines indicating activity periods]																																
2-4-1 Negotiate the clients.		[Grid with horizontal lines indicating activity periods]																																
2-4-2 Make the contract and decide the consulting plan.		[Grid with horizontal lines indicating activity periods]																																
2-4-3 Implement overall diagnosis.		[Grid with horizontal lines indicating activity periods]																																
2-4-4 Make the recommendation.		[Grid with horizontal lines indicating activity periods]																																
2-4-5 Negotiate consulting activities in specified management area.		[Grid with horizontal lines indicating activity periods]																																
2-4-6 Make the contract and decide consulting plan.		[Grid with horizontal lines indicating activity periods]																																
2-4-7 Implement consulting activities in specified management area.		[Grid with horizontal lines indicating activity periods]																																
2-4-8 Make the recommendation.		[Grid with horizontal lines indicating activity periods]																																
2-4-9 Follow up.		[Grid with horizontal lines indicating activity periods]																																
2-5 Evaluate the results of consultation		[Grid with horizontal lines indicating activity periods]																																
2-5-1 Make monitoring and evaluation system.		[Grid with horizontal lines indicating activity periods]																																
2-5-2 Establish monitoring and evaluation plan.		[Grid with horizontal lines indicating activity periods]																																
2-5-3 Monitor the result of consultation		[Grid with horizontal lines indicating activity periods]																																
2-5-4 Evaluate the result of Consultation.		[Grid with horizontal lines indicating activity periods]																																

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Annex14 2002 Annual Plan of Operations (APO) for JFY2002 and its Achievement
Output 3 Information and promotion service will be upgraded

Calendar Year Japan Fiscal Year	Target	2002.12.31																																			
		2001				2002												2003												2004							
		JFY2000	JFY2001	JFY2001	JFY2001	JFY 2002												JFY 2003												JFY 2004							
III	IV	I	II	III	IV	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3					
Term of Technical Cooperation		▽																																			
3 Information and promotion service will be upgraded																																					
3-1 Make plan of information and promotion services																																					
3-1-1 Discuss the service with CEFOF.																																					
3-1-2 Study the needs from clients and other organization.																																					
3-1-3 Decide the services and make the action plan.																																					
3-1-4 Adjust the plan.																																					
3-2 Implement information and promotion services																																					
3-2-1 Implement promotion services(Ex. various seminars)																																					
3-2-2 Implement information services(Ex. publications, periodical)																																					
3-3 Monitor and evaluate the results of information and promotion																																					
3-3-1 Make monitoring and evaluation system.																																					
3-3-2 Establish monitoring and evaluation plan.																																					
3-3-3 Monitor the result of information and promotion services.																																					
3-3-4 Evaluate the result of information and promotion services.																																					

(*)

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Annex15 2003 Annual Tentative Schedule of Implementation (ATSI) for JFY2003 and the Achievement

2003.06.30 without change in JCC

Calendar Year	2001				2002												2003																	
Japanese Fiscal Year	JFY2001				JFY2002												JFY2003																	
	I	II	III	IV	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6			
Term of Technica Cooperation				JCC					JCC						JCC						JCC							JCC						
The Japanese side																																		
1 Dispatch of Long-Term Experts																																		
(1)Chief Advisor																																		
(2)Coordinator																																		
(3)Production Management																																		
(4)Quality Management																																		
(5)Business Management																																		
(6)Productivity Measurement																																		
2 Dispatch of Short-term Exparts																																		
• Basic HRM																																		
• Basic IT for Business Management																																		
• HACCP																																		
• Quality Management for Software																																		
• JPI																																		
• Productivity Promotion																																		
• Taguchi Method																																		
• Productivity Measurement																																		
• Financial Management																																		
• HRM-II																																		
(1) Management Techniques in Specific Field																																		
(2) Productivity Measurement -II																																		
(3) Productivity Measurement -III																																		
(4) Marketing Research																																		
(5) Statistics -II																																		
(6) Productivity Promotion & Dissemination																																		
3 Training of C/P personnel in Japan																																		
• Productivity Organization Management																																		
• Productivity Improvement for S.Am.																																		
• Practical Productivity Management																																		
• Consul. Small & medium enterprises																																		
• Practical Productivity Management																																		
(1) Consul. Small & medium enterprises																																		
(2) Practical Productivity Management																																		
(3) Practical Productivity Management																																		
4 Provision of Machinery and Equipment																																		
The Costa Rica side																																		
1 Building and Facilities																																		
2 Machinery and Equipment																																		
3 Allocation of C/P Personnel and Necessary Staff																																		
4 Allocation of Budget																																		