

Annex16 Annual Technical Cooperation Program(ATCP) (2004)

* LTE Works might be undertaken by STE in some cases


 Off JT
 OJT
 Combination of OJT and Off JT

CP	By	2003.09.23																										
		2001				2002				2003				2004						2005								
		I	II	III	IV	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	TPM(incl. Preventive Maintenance)	Pro.	LTE A																									
2.2.2	Lean Production System	Pro.	LTE A																									
2.2.3	Cost Improvement by VE/IE	Pro.	LTE A																									
2.2.4	Experimental Design(TAGUCHI Method)	Pro.	LTE A																									
2.2.5	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	Pro.	LTE A																									
2.3.4	Long Term Consultation	Pro.	LTE A																									
2.3.5	Management Technology in Specific Field	Pro.	STE																									
2.3.6	Safety Management	Pro.	STE																									
2.4 Current Issues (Information Provision)																												
2.4.1	Small companies in Japan but with Top share	Pro.	LTE A																									
2.4.2	Hoshin Management	Pro.	LTE A																									
2.4.3	MAP Method for Cost Reduction	Pro.	LTE A																									
2.4.4	Six Sigma Activity	Pro.	LTE A																									
2.4.6	IT for Production	Pro.	STE																									
3 Quality Management																												
3.1 Basic Concept of Quality Management																												
3.1.1	History and Trend of QC	Qty.	LTE B																									
3.1.2	QC7Tools and New QC Tis.	Qty.	LTE B																									
3.1.3	Statistical Quality Control	Qty.	LTE B																									
3.1.4	KAIZEN on Quality	Qty.	LTE B																									
3.2 Analytical and Improvement Method																												
3.2.1	Total Quality Management	Qty.	LTE B																									
3.2.2	Quality Assurance System(incl.ISO9000)	Qty.	LTE B																									
3.2.3	Customer Satisfaction Analysis	Qty.	LTE B																									
3.2.4	QFD	Qty.	LTE B																									
3.3 Practical Use(Implementation) of Knowledge & Techniques																												
3.3.1	Activities as lecturers to deepen knowledge	Qty.	LTE B																									
3.3.2	Case Study through Company Visit	Qty.	LTE B																									
3.3.3	Diagnosis of Quality Management	Qty.	LTE B																									
3.3.4	Long Term Consultation	Qty.	LTE B																									

A

Annex17-0 Annual Plan of Operations (APO) for JFY2004

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

2003.09.30.

Calendar Year Japan Fiscal Year	Target	2001												2002												2003												2004												2005											
		JFY2000				JFY2001				JFY 2002				JFY 2003				JFY 2004				JFY2005																																							
		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	4	5	6	7	8	9	10	11	12	1	2	3																		
Term of Technical Cooperation	▽	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																																																													
0-3.15 Make plan budget for CFY2005																																																													
0-3.16 Approve budget for CFY2005																																																													
0-3.17 Execute budget for CFY2005																																																													
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.																																																													

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(*) <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
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 SE : Short-term expert

Annex17-1 Annual Plan of Operations (APO) for JFY2004

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

2003.09.30

Calendar Year Japan Fiscal Year	Target	2001												2002												2003												2004												2005		
		JFY2000				JFY2001				JFY 2002				JFY 2003				JFY 2003				JFY2004				JFY2004																										
		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	4	5	6	7	8	9	10	11	12	1	2	3									
1 Technical capability of the C/P will be upgraded.	▽	[Gantt chart showing task progress from JFY2000 to JFY2004]																																																		
1-1 Assess the technical capability of C/P		[Gantt chart for 1-1]																																																		
1-1-1 Implement basic technical transfer.		[Gantt chart for 1-1-1]																																																		
1-1-2 Implement the company visit and discussion		[Gantt chart for 1-1-2]																																																		
1-1-3 Evaluate the C/Ps' capability as lecturers.		[Gantt chart for 1-1-3]																																																		
1-1-4 Interview the C/P and implement the assessment		[Gantt chart for 1-1-4]																																																		
1-2 Make plan of technology transfer to C/P.		[Gantt chart for 1-2]																																																		
1-2-1 Make Annual Technical Cooperation Program (ATCP) for the first year of the Project.		[Gantt chart for 1-2-1]																																																		
1-2-2 Review TCP & ATCP.		[Gantt chart for 1-2-2]																																																		
1-2-3 Make ATCP for the second year of the Project.		[Gantt chart for 1-2-3]																																																		
1-2-4 Review TCP, if necessary.		[Gantt chart for 1-2-4]																																																		
1.2.5 Make ATCP for the third year of the project		[Gantt chart for 1.2.5]																																																		
1-3 Implement technology transfer to the C/P.		[Gantt chart for 1-3]																																																		
1-3-1 Prepare teaching material(Textbooks).		[Gantt chart for 1-3-1]																																																		
1-3-2 Implement technology transfer as planned.		[Gantt chart for 1-3-2]																																																		
1-3-3 Compile textbooks		[Gantt chart for 1-3-3]																																																		
1-4 Monitor and evaluate the result of technology transfer to the C/P.		[Gantt chart for 1-4]																																																		
1-4-1 Make monitoring and evaluation system.		[Gantt chart for 1-4-1]																																																		
1-4-2 Establish monitoring and evaluation plan.		[Gantt chart for 1-4-2]																																																		
1-4-3 Monitor the result of technology transfer to the C/P		[Gantt chart for 1-4-3]																																																		
1-4-4 Evaluate the result of technology transfer to the C/P		[Gantt chart for 1-4-4]																																																		

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Annex17-2 Annual Plan of Operations (APO) for JFY2004
Output 2 Consulting service will be implemented systematically

2003.06.30

Calendar Year Japan Fiscal Year	Target	2001												2002												2003												2004												2005		
		JFY2000				JFY2001				JFY 2002				JFY 2003				JFY 2003				JFY 2004				JFY 2004				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	4	5	6	7	8	9	10	11	12	1	2	3									
Term of Technical Cooperation	▽ Signing of the R/D	[Timeline bars for Term of Technical Cooperation]																																																		
2 Consulting services will be implemented systematically		[Timeline bars for Consulting services]																																																		
2-1 Make plan of consulting activities		[Timeline bars for 2-1]																																																		
2-1-1 Discuss the plan with CEFOF		[Timeline bars for 2-1-1]																																																		
2-1-2 Make the plan.		[Timeline bars for 2-1-2]																																																		
2-1-3 Adjust the plan.		[Timeline bars for 2-1-3]																																																		
2-2 Identify client through company visit, etc.		[Timeline bars for 2-2]																																																		
2-2-1 List up the expected clients.		[Timeline bars for 2-2-1]																																																		
2-2-2 Implement the company visits.		[Timeline bars for 2-2-2]																																																		
2-2-3 Decide the client companies.		[Timeline bars for 2-2-3]																																																		
2-3 Define consulting model		[Timeline bars for 2-3]																																																		
2-3-1 Make the plan of developing consulting manuals.		[Timeline bars for 2-3-1]																																																		
2-3-2 Make the draft.		[Timeline bars for 2-3-2]																																																		
2-3-3 Adjust the manuals.		[Timeline bars for 2-3-3]																																																		
2-4 Conduct consultation		[Timeline bars for 2-4]																																																		
2-4-1 Negotiate the clients.		[Timeline bars for 2-4-1]																																																		
2-4-2 Make the contract and decide the consulting plan.		[Timeline bars for 2-4-2]																																																		
2-4-3 Implement overall diagnosis.		[Timeline bars for 2-4-3]																																																		
2-4-4 Make the recommendation.		[Timeline bars for 2-4-4]																																																		
2-4-5 Negotiate consulting activities in specified management area.		[Timeline bars for 2-4-5]																																																		
2-4-6 Make the contract and decide consulting plan.		[Timeline bars for 2-4-6]																																																		
2-4-7 Implement consulting activities in specified management area.		[Timeline bars for 2-4-7]																																																		
2-4-8 Make the recommendation.		[Timeline bars for 2-4-8]																																																		
2-4-9 Follow up.		[Timeline bars for 2-4-9]																																																		
2-5 Evaluate the results of consultation		[Timeline bars for 2-5]																																																		
2-5-1 Make monitoring and evaluation system.		[Timeline bars for 2-5-1]																																																		
2-5-2 Establish monitoring and evaluation plan.		[Timeline bars for 2-5-2]																																																		
2-5-3 Monitor the result of consultation		[Timeline bars for 2-5-3]																																																		
2-5-4 Evaluate the result of Consultation.		[Timeline bars for 2-5-4]																																																		

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Annex 17-3 Annual Plan of Operations (APO) for JFY2004
Output 3 Information and promotion service will be upgraded

Calendar Year Japan Fiscal Year	Target	2003.09.30																																															
		2001				2002								2003								2004								2005																			
		JFY2000	JFY2001			JFY 2002								JFY 2003								JFY2004								JFY2005																			
	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	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 magazines)																																																	
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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